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ARMY POSTAL SERVICE

ORGANIZATION STUDY

Final Report

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Organization

of the

Army Postal Service

Final Report by

LTC Richard J. Leonard, DAAG-MA

Date of Report: 30 June 1975

Responsible Organization: Plans and Programs Division,
Postal Directorate,
The Adjutant General Center

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This study determined the type of postal organization which best meets the needs of the Army. Criteria for an effective Army postal organization were established; the current organization was documented; and an alternative organization was designed and tested. The study concluded that there was no compelling cost/benefit basis for a vertical, Army-wide organization. Within major commands, however, the postal mission should be centralized, as in Europe. There is a considerable lack of managerial information within the postal →

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function. The study recommended:

a. Develop a management information program for the Army postal system;

b. ~~Conduct~~ a postal facilities and equipment study;

c. Request Eighth US Army ~~to~~ consider centralizing ~~their~~ its postal operations under the Adjutant General, Eighth Army.

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SUMMARY

1. Problem: The general absence of management information and controls at Headquarters, Department of the Army level, together with the requirement to deal directly with DOD and the USPS on behalf of the Army, required that the Army postal service be thoroughly examined. A determination was needed as to whether the present organizational concept should be continued, modified, or another organization adopted to insure an effective postal service for the Army. Investigation of the relatively low level of central control on responsiveness to DA directives and mail management economies was needed.

2. Background:

a. Purpose. To determine the type of organization needed to best perform the postal mission of the Army, to include structure, functions, command relationships, operational effectiveness, and information available for planning and decision-making.

b. The objectives of this study were to:

(1) Establish the criteria for an effective postal organization in terms of performance (Annex B).

(2) Determine and document the current organization of the Army postal service (Annex C).

(3) Determine if the data collected on the current organization meets the criteria for an effective postal organization (Appendix 1, Annex E).

(4) Design an alternative organization to test for desirability of greater or less centralization (Annex D).

(5) Test the alternative organization against the previously established criteria for postal effectiveness (Appendix 2, Annex E).

(6) Select for implementation the organization which best meets the foregoing tests.

3. Approach to the problem (methodology): The study was conducted in five phases.

a. During Phase I, criteria for an effective postal organization in terms of performance were developed. A set of questionnaires was developed and used to obtain data which would, when analyzed, determine what the Army postal service should accomplish. These questionnaires were sent to the major commands, the military mail terminals, and the divisions of the Army Postal Directorate, TAGCEN.

b. Phase II determined the organization of the present Army postal system. The existing structure, functions, command relationships, operational effectiveness, information available for planning and decision-making, performance indicators, and reporting requirements were documented. The USAREUR portion of this phase was combined with a DOD (Comptroller) audit of the military postal services in Europe (Annex F). Chart One portrays the current organization, and Chart Four summarizes the categories of cost data available.

c. During Phase III, the data collected on the present decentralized organization were validated and tested against the criteria for an effective postal organization.

d. During Phase IV, a centralized, Army-wide command-type activity (which is depicted by Chart Two) was developed and the current organization was modified to include a management information system. The centralized organization was then tested against the criteria for an effective postal service. The current, modified organization referred to above was not in the original concept of the study: it developed as testing of the centralized organization progressed.

e. During Phase V, the results of the tests of the centralized and decentralized (current) organizations were compared. The current organization modified to include a management information system was selected as the optimum organization. Chart Three summarizes this comparison, using the generic categories of performance developed during Phase I.

4. Findings:

a. The Postal Directorate, TAGCEN, provides guidance, but does not actually operate the Army postal system. (Objective 2b(2).)

b. Postal organization is based on the requirements as perceived by the major commanders and varies widely. In Europe, there is a postal group which operates and commands most of the postal system in Germany; on Honshu, Okinawa and in Thailand there are small TDA postal organizations or staff elements in the offices of The Adjutant General which operate APO and MAO; in Korea, the postal units are under the operational control of the local commanders with staff supervision provided by The Adjutant

General of Eighth Army. Documentation is provided at Appendix 1, Annex C. (Objective 2b(2).)

c. Functions, which are based on detailed Department of the Army guidance, are generally the same in all commands and operations are similar. (Objective 2b(2).)

d. There is no systematic means of getting information to decision makers. Information is generally developed and accumulated through inspections. (Objective 2b(2).)

e. The use of data concerning populations served is not a reliable means of determining workload and establishing APO personnel requirements, as shown at Appendix 6, Annex C. (Objectives 2b(1), (2), (3).)

f. Manpower is based on TDA authorizations for garrison operations and the TOE of combat service support units in the Army inventory. (Objective 2b(2).)

g. Facilities vary from location to location and, based on the observations of the project manager, are determined more by the perceptions of priorities by the local community leaders and garrison commanders than by central direction. (Objectives 2b(1), (2), (3).)

5. Conclusions:

a. A centralized organization would facilitate implementation of DA policies and worldwide management of the Army postal system resulting in more efficient management and potential for cost savings through elimination of redundant functions of the three services. (Objectives (3), (4), (5).)

b. There is not sufficient data available to indicate, by means of a comprehensive cost-benefit analysis, that a centralized organization would be economically desirable or undesirable. (Objectives 2b(1), (2), (3), (5).) (Chart four summarizes the types of cost data available or which could be computed without extensive research.)

c. The establishment of a centralized postal organization would require more personnel spaces and thus both increase manpower costs and add to the overall support force strength. (Objectives 2b(4), (5).)

d. Overseas postal activities should be centrally managed by the appropriate overseas major commands (as is done in Europe) in order to standardize control to effect timely and efficient movement of mail. (Objective 2b(6).)

e. A basic, Army-wide set of management indicators is required to facilitate identification of problems requiring managerial attention. (Objectives 2b(1), (2), (3), (4), (5), (6).)

f. Improvement of facilities in Europe and equipping APO's Army-wide is required to bring them up to USPS standards in appearance and service, and to permit greater use of equipment such as conveyers in mail processing. (Objectives 2b(1), (2).)

g. In Europe, particularly, transportation modelling techniques using automatic data processing might have the potential for considerable economies by consolidation of truck runs of both the Army and the Air Force and by better scheduling. (Objectives 2b(1), (2), (3), (4), (5), (6).)

6. Recommendations:

a. Continue to operate under the current system with the added benefit of a management information system (to be developed).

b. Develop a management information system for the Army postal system.

c. Conduct a study to determine what would be required to meet Department of Defense and United States Postal Services standards for post office facilities and equipment.

d. Request Eighth United States Army to review their organization for postal operations based on this report to eliminate the current multi-tiered organization with conflicting allocation of responsibilities and resources.

e. Place the Army Post Offices in Monrovia, Liberia, and Kinshasa, Zaire, under the technical supervision of US Army Postal Group, Europe.

CURRENT ORGANIZATION

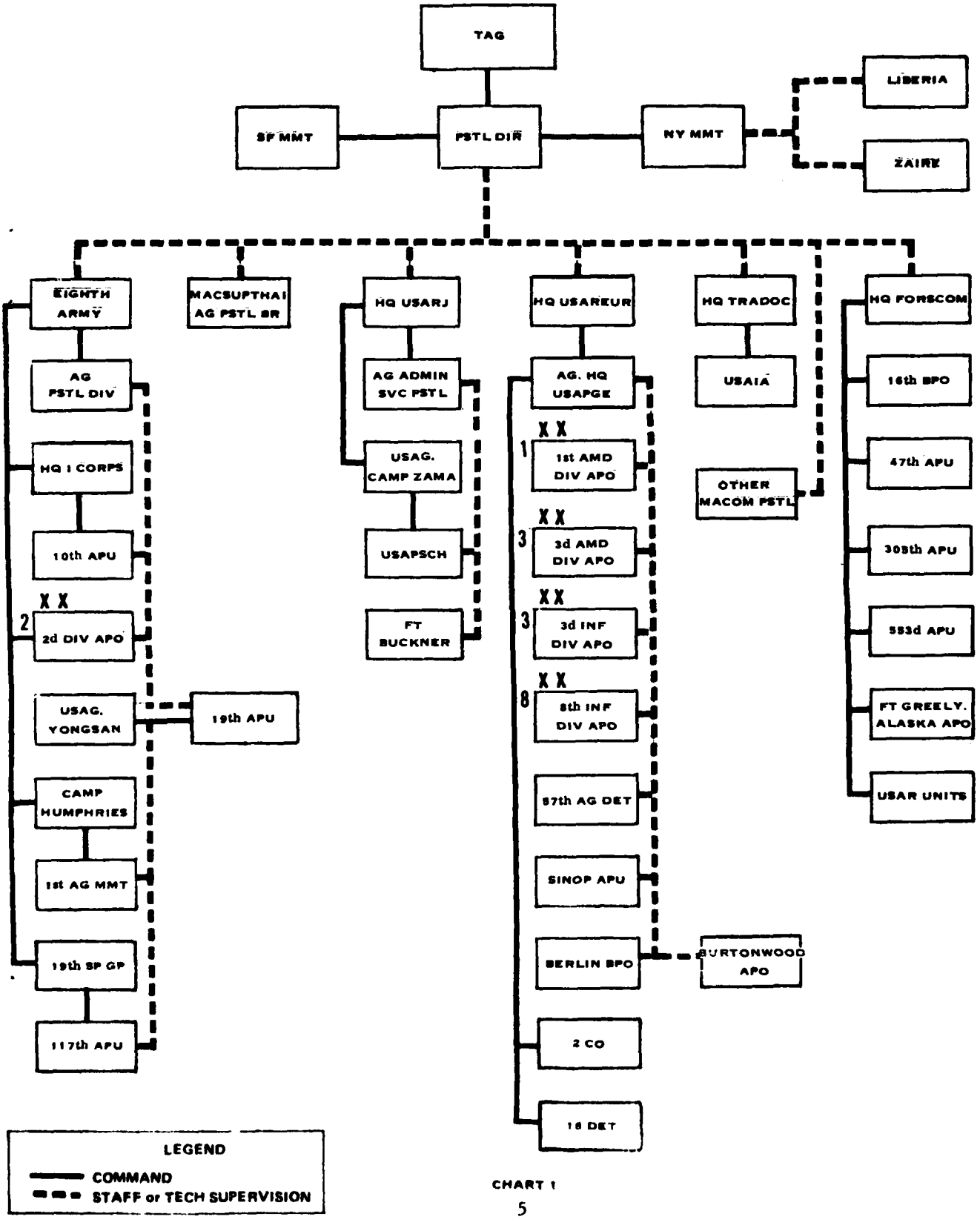
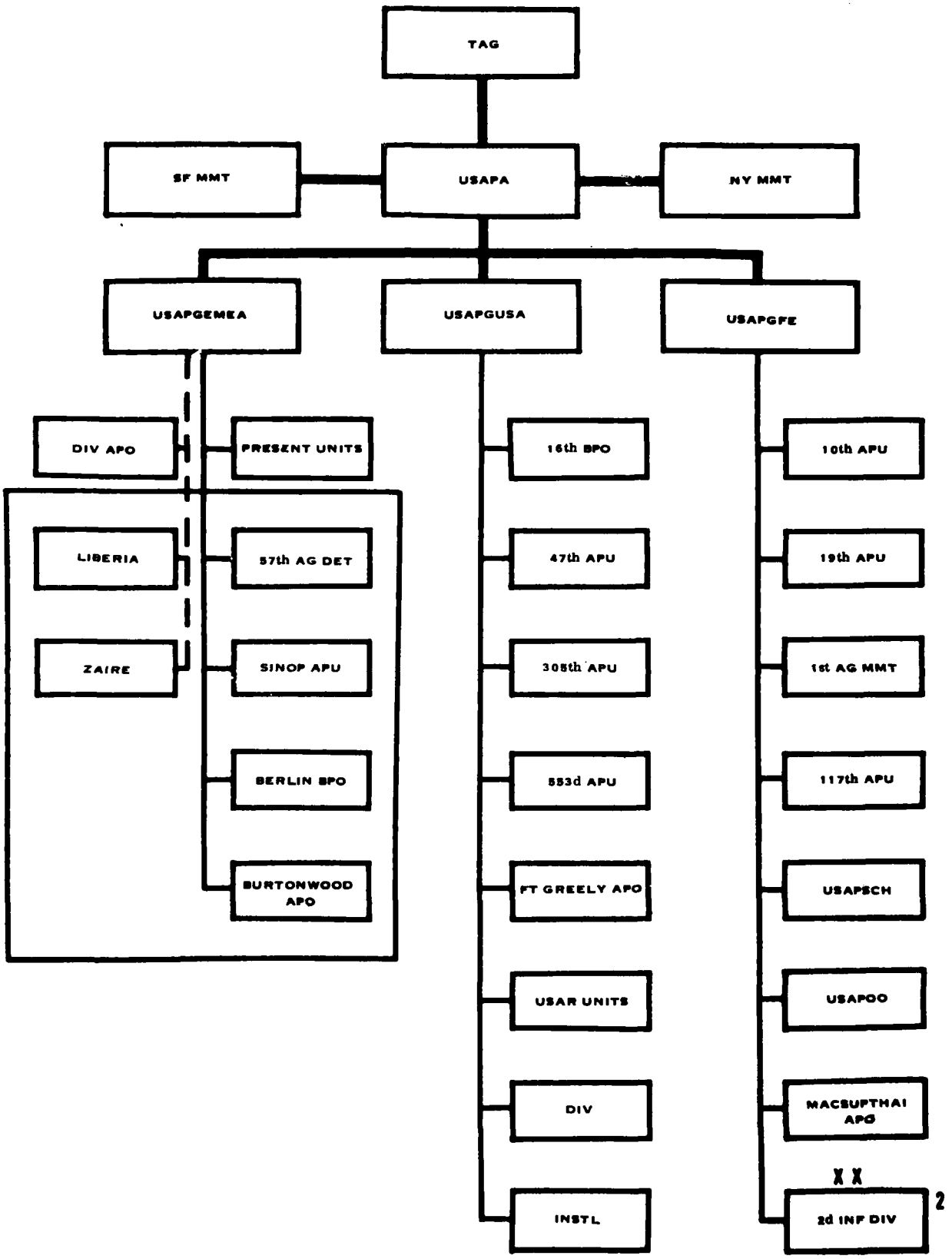


CHART 1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USAPGEMEA
USAPGUSA
USAPGFE
DIV APO
PRESENT UNITS
LIBERIA
57th AG DET
ZAIRE
SINOP APU
BERLIN BPO
BURTONWOOD APO
16th BPO
47th APU
308th APU
553d APU
FT GREELY APO
USAR UNITS
DIV
INSTL
10th APU
19th APU
1st AG MMT
117th APU
USAPSCH
USAPOO
MACSUPTHAI APO
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2

CHART 2

CHART THREE

Comparison of Organizations Using Indicator Categories

Category	Current organization with information now available	Model centralized organization	Current organization with more information
APO Operations Benefits: Improve service through standards for operations. Reduce duplicate mail handling, improved matching of facilities with patronage and mechanization will reduce costs.	1. APUs maintain population data on non-standard basis. USAPGE maintains incomplete aggregate data at its HQ. APUs in Far East maintain more comprehensive data. 2. Reports of irregularities in makeup and disposition of mail submitted as required by APOs to MMT or command postal officer. 3. Data on physical characteristics of maintained locally same for equipment. 4. Data on mail volumes maintained locally except for that received from commercial carriers.	1. Implement reporting system to provide data to determine status of major aspects of APO operations and to identify and correct deficiencies. 2. Action level: group. 3. DA receives info for management by exception and identifies problems in overall system for correction. 4. Vertical organization more responsive to central direction and ensures uniform systematic implementation.	Same as model vertical except DA influences system by requests and recommendations. Less responsive.
Transportation Operations Benefits: Improved service potential, potential savings through rationalization of transportation by consolidating routes,	1. Transit time analysis performed on adhoc basis for various purposes. 2. Routes, schedules, and modes by segment for inter-command mail movement maintained by MACOM and at DA (based on onetime report).	1. Uniform transit time analysis will be used throughout organization to detect choke points and trigger corrective action. 2. Intra-command transportation data to be captured and used for periodic revision of routes to eliminate	Same as model vertical.

etc. (use computer simulation?)	3. MAMAS captures data on commercial transportation reimbursed by HQDA.	duplication, etc.	
Costs of Operation Benefit: Central, world-wide management improves status of equipment, etc. Central budget and program improvement.	1. Personnel costs available only by one-time reports. 2. TDY costs locally managed by MACOM. 3. Costs of repair and maintenance not available. 4. Equipment costs not budgeted by Army for USPS equipment, PEMA costs not programmed, units short equipment 5. Facilities costs known to extent MCA budget involved.	Costs budgeted vertically within postal agency having own command operating budget and program.	Budgeting and programming decentralized under MACOM procedures.
Indicia Management Benefit: Reduce Army indicia bill by improved management.	1. Manual analysis of detailed bill made. 2. Policy now reviewed to determine impact on bill of policy manipulation. 3. AR 340-3 issued and changed. 4. Increasing role of official mail control officer.	1. Continue current practices, investigate use of automation for analysis of possible savings through policy changes. 2. Based on results of indicia study, attempt to adjust individual installation practices.	Same as vertical organization.
Integrity of Mails Benefit: compliance with law and DOD/USPS agreement.	Controlled by DAAG-MA through regulations and reports as an operational function	No change.	No change.
MMT Operations Benefits: Compliance with DOD/USPS agreement. Substantial cost avoidance by downgrading.	Mail downgraded and offenders notified. Mail directorized. Downgrading cost savings reported monthly by MMT.	No change.	No Change.

Readiness Benefit: As DA Postal staff activity, keep informed of ability of postal units to deploy-inquire into corrective actions by responsible headquarters.	Readiness reports units (active and USAR) reviewed to determine status, inquiries made as appropriate. Detect areas (from CDRS comments) where school training could be improved.	No change.	No change.
Personnel Benefit: Improve quality of personnel, insure proper distribution and improve match of personnel and jobs.	1. TRADOC responsible for school trng and doctrine. 2. MILPERCEN/MACOM responsible for requisitions. 3. TAGCEN inputs to TRADOC and USAIA.	1. As almost sole user overseas, submit critiques of system. 2. Ensure supporting personnel activity properly requisitions. 3. Provide input to whitebook conferences, recommend changes in curriculum.	Same as current organization.

CHART FOUR

CURRENT IDENTIFIED COST SOURCES

SOURCES		DATA AVAILABILITY		
		YES	NO	PARTIALLY
HEADQUARTERS COSTS (INCL MMT)	Personnel	X		
	Equipment	X		
	Supplies & Materials			X
	Travel	X		
	Communications		X	
	Contractual Svc	X		
	Indicia (HQ only)		X	
COMMAND AND INSTALLATION COSTS				
	Facilities			X
	Equipment			X
	Personnel	X		
	Local Trans.		X	
INDICIA (ARMY-WIDE)	Class & Service	X		
	Average Weight	X		
	Volume	X		
	Rate	X		
TRANSPORTATION				
	MAC	X		
	Commercial(Int)	X		
	Commercial (Local)		X	
	Military Truck		X	

DETAILED REPORT OF THE POSTAL ORGANIZATION STUDY

1. Problem: The general absence of management information and controls at Headquarters, Department of the Army level, together with the requirement to deal directly with DOD and the USPS on behalf of the Army, required that the Army postal service be thoroughly examined. A determination was needed as to whether the present organizational concept should be continued, modified, or another organization adopted to insure an effective postal service for the Army. Investigation of the relatively low level of central control of responsiveness to DA directives and mail management economies was needed.

2. Background:

a. Purpose. To determine the type of organization needed to perform the postal mission of the Army, to include structure, functions, command relationships, operational effectiveness, and information available for planning and decision-making. This study is categorized as an Army management study in accordance with AR 5-5 and is designated for first level control as defined in TAGO Reg 1-53.

b. The objectives of this study were to:

(1) Establish the criteria for an effective postal organization in terms of performance (Annex B).

(2) Determine and document the present organization of the Army Postal Service to include structure, functions, command relationships, operational effectiveness, and information available for planning and decision-making (at what levels are which types of decisions made and based on what information?) (Annex C).

(3) Determine if the current organization meets the criteria for an effective postal organization in regard to planning effectiveness, operational needs and capabilities, decision-making responsibilities, and desirability of greater or less centralization (Appendix 1, Annex E).

(4) Design an alternative organization to test for desirability of greater or less centralization. This test organization was a prototype based on Army organization, missions, and functions; not simply an existing organization of another service. However, the advantages and disadvantages of other service postal organizations (i.e., the centralized USAF and decentralized USN postal organizations) were considered. (Annex D.)

(5) Test the alternative organization against the previously established criteria for postal effectiveness to determine planning effectiveness, operational needs and capabilities, and decision-making responsibilities (Appendix 2, Annex E).

(6) Select for implementation the organization which best meets the

foregoing tests.

c. DOD Comptroller Audit and GAO Report. During the course of the study, OASD (Comptroller) (Audit) conducted an audit of the military postal services in Europe, the report of which is at Annex F, and the GAO conducted an inquiry into several aspects of the worldwide postal operations of the military services. The GAO report is at Annex G. Following are the significant organizational findings of these reports as they affect Army postal organization.

(1) The DOD (Comptroller) audit, which was the vehicle for completing the USAREUR portion of phase II of this study, supported centralization of the postal function within the overseas major commands because, "The nature of postal operations necessitates that management be provided on a system basis to effect timely and efficient movement of mail."

(2) The GAO report recommended turning over the military mail terminal function (at New York, San Francisco, and Seattle) to the USPS. More important, from an organizational point of view, however, was the recommendation concerning the USAF Postal and Courier Service. This recommendation was to, "Assign the Air Force postal mission from its multi-tiered, specialized service to its commands" (i.e., decentralized as in the Army).

3. Approach to the problem (methodology):

a. This study is concerned with the following organization aspects of the Army postal system: structure, functions, command relationships, information available for planning and decision-making, and operational effectiveness. Although equipment and personnel are important elements in the design of an optimum organization, they were not studied. The study was conducted in five phases.

(1) Establishment of the criteria for an effective postal organization.

(2) Collection of data on the current organization.

(3) Verification and testing of data collected on the present system.

(4) Design and testing of alternative organizations.

(5) Selection of an organization.

b. During Phase I, the criteria for an effective postal organization in terms of performance were developed and oriented on the goal of rapid, efficient, and economical service to both the troops and official military addressees. A set of questionnaires was developed and used to obtain data which when analyzed, would permit the determination of what the Army postal service should accomplish. In so doing, much information was developed concerning current operating methodology compared with proposals submitted

by the field. This first set of questionnaires was sent to the US Army, Europe (USAREUR), US Army, Pacific (USARPAC) (which submitted separate replies from Eighth Army, US Army, Japan (USARJ), and US Army Support, Thailand), US Army Forces Command (FORSCOM), US Army Training and Doctrine Command (TRADOC), the New York and San Francisco Military Mail Terminals, and the divisions of the Postal Directorate, The Adjutant General's Center (TAGCEN). The draft questionnaires were staffed before use within the Postal Directorate and with the Project Control Officer of the Systems Development Directorate, TAGCEN, in regard to their capacity to elicit the types of responses desired.

c. Phase II was concerned with the documentation and determination of the organization of the present Army postal system which is portrayed at Chart One. During this phase, the existing structure, functions, command relationships, operational effectiveness, information available for planning and decision-making, performance indicators, and reporting requirements were documented. Chart Four summarizes the categories of cost data available. The vehicle for this information gathering was a second set of questionnaires which were sent to USAREUR, USARPAC, and all major commands having subordinate installations. The USAREUR questionnaire was submitted to OASD (Comptroller) which was conducting an audit of the military postal services in Europe. The report of this audit was used as the USAREUR portion of phase II and is attached as Annex F.

d. During Phase III, the data collected on the present organization were tested within the Postal Directorate against the criteria for an effective postal organization to analyze the present organizational needs and capabilities, decision-making responsibilities, planning effectiveness, and desirability of greater or less centralization. Included in Phase III was validation of the data collected on the current organization. This was accomplished in part by visits of the project manager to selected responding commands and units in Europe and the Far East. Questionnaire responses were compared with actual operations. The testing methodology was based on Chapter 6, FM 101-5.

e. During Phase IV, an alternative organization was developed: this was a centralized, Army-wide command-type activity which is depicted by Chart Two. This centralized organization was then tested against the criteria for an effective postal service. As the test of the centralized organization progressed, it became evident that another alternative should be considered: the current organization with some sort of management information system.

f. During Phase V, the results of the tests of the centralized and decentralized (current and current modified with an information system) organization were compared, as were manpower costs. The current organization, modified to include a management information system, was selected as the optimum organization, and a decision was made to commence development of such a system. Chart Three summarizes this comparison, using the generic categories of performance developed during Phase I.

Paragraph 4h, below, discusses this comparison in detail.

g. In summary, the methodology employed in this study to obtain information was a combination of questionnaires, reports (e.g., DOD (Comptroller) audit and GAO report), field observations, and interviews. The basic standard for evaluation was the set of criteria for an effective postal organization developed during Phase I (Annex B) and used to evaluate the alternative organizations. The alternative organizations were developed to apply the advantage of both centralized management and execution on one hand and centralized guidance with decentralized execution on the other. However, there is a conflict between ease of control by a centralized organization and the actual location of operating responsibilities, both geographic and in relation to the overall command structure of the Army. Although costs are critical to an organization, there was little cost data available, other than manpower, upon which to base a cost-benefit analysis of the alternatives.

4. Findings:

a. The Postal Directorate, TAGCEN provides guidance in the form of regulations, responses to specific requests, etc., but does not actually operate the Army postal system. It exercises staff supervision over and coordination of all postal activities and functions of Army postal through two divisions: Operations and Plans and Programs.

(1) The Operations Division is responsible for postal financial operations, general postal operations, equipment and supplies, directory service, claims and inquiries, audits and inspections, service by the USPS, customs matters, postal violations and incidents, and unit mail service. It also is responsible for developing and coordinating the movement of APO mail on a world-wide basis to include the Christmas mail program; space requirements by segment (e.g., NYC to Frankfurt, Frankfurt to Berlin, Berlin to Hamburg would be three segments) for mail moved by the Military Airlift and Sealift Commands and commercial air carriers; liaison with the USAF, USN, and DOD on mail transportation matters; maintenance and analysis of the appropriate statistics on volumes and costs of APO mail transportation; preparing the monthly dollar obligation for mail moved; obligations for mail moved by commercial carriers and MAC; and developing policy for and coordinating the processing, distribution, make-up, labeling, and routing of mail.

(2) The Plans and Programs Division is responsible for all budgetary reports, mail management, mobilization and contingency plans, coordinating proposed legislation pertaining to the Army postal service, postal aspects of field maneuvers, postal personnel policy and training, use of APO facilities, annual training of mobilization designees, military provisions of postal services on CONUS installations, coordinating on proposed USPS post office construction, and public information material. It also is the proponent of all Army regulations for which the Postal Directorate is responsible.

(3) The New York and San Francisco Military Mail Terminals serve as liaison between the overseas USA and USAF commands and the supporting general post offices for the movement of mail; repair and replacement of USPS-supplied equipment; supply of stamps, money order forms, labels, facing slips and expendable postal supplies; and other matters as required. They also perform liaison on behalf of the overseas commands and the Departments of the Army and Air Force with postmasters, regional USPS officials, the Military Traffic Management and Terminal Service, Military Ocean Terminals, Military Sealift and Airlift Commands, Public Health Service, Bureau of Customs, and commercial carriers; plan and provide active duty training for USAR postal units as required; provide unit directory service for incorrectly addressed APO mail; publish and distribute the Military Post Office Location List, Mail Distribution Scheme, and Area Mail Distribution Instructions and Labeling Catalogue; and assist government mailers in expediting the dispatch of supply items at least cost.

b. Postal organization is based on requirements as perceived by the major commanders and varies widely. Documentation is provided at Appendix 1, Annex B. (Objective 2b(2).)

(1) The United States Postal Service (USPS) provides postal service to the armed services in the United States and its possessions. The Army provides some postal services at a few installations and a complete APO at Fort Greely, Alaska. Those major commands having subordinate installations exercise staff supervision over the postal activities (e.g., mail management and mail room operations) of those installations. This supervision is based on postal policy and guidance provided by HQDA, for implementation. Major command representatives supervise the implementation by annual postal visits, correspondence, reports, and other contact (e.g., telephonic) with their installations. In addition, the Adjutant General of FORSCOM is responsible for the readiness of all USAR postal units (FORSCOM is responsible for the command and management of USAR units).

(2) On 1 January 1974, the Postal Group, TASCOM, was transferred to Headquarters, USAREUR, where it is located in the office of the Adjutant General. This group commands and exercises operational control over all US Army postal units in USAREUR, except the organic division postal sections and the postal units at Berlin, Sinope, Burtonwood, and Vicenza, over which the group exercises technical supervision.

(3) The US Army Japan has organized its postal activities into two TDA organizations: the US Army Postal Service Center, Honshu (USAPSCH), and the US Army Post Office, Okinawa (USAPOO). The USAPSCH is a subordinate command of USARJ and the USAPOO is an element of the office of the Adjutant General, USAG, Okinawa The Adjutant General, USARJ, exercises staff supervision over all Army postal

activities of his command.

(4) The organizational situation in Korea is in flux. On 1 July 1973, Headquarters, Eighth US Army (EUSA) issued instructions placing all postal operating units, except that of the Second Infantry Division, under the operational control of Staff Postal Officer, EUSA. The Commanding General, I US Corps, contested this action with the result that the 10th APU's status (Camp Red Cloud) remained unclear. On 1 July 1974, HQ, EUSA, issued instructions placing the postal operating units under the operational control of the local commanders. This latter directive is not effectively in force and, as of 14 August 1974, the matter was still under consideration at HQ, EUSA. The situation was sufficiently confusing to the commander of the 10th APU that he could not tell the project manager who his rating and indorsing officers were (they are the Corps AG and the Commander, Special Troops, respectively, which places two different headquarters in the rating chain). Further, this arrangement results in the Commander, Camp Humphries, having operational control over the First AG Military Mail Terminal, which provides both local APO service and a country-wide mail movement mission from Kimpo International Airport. The latter function is more properly a mission of the Adjutant General, EUSA. Otherwise, the Staff Postal Officer, EUSA, exercises staff supervision over all Army postal activities in Korea.

(5) The Army postal activities in Thailand are operated by the Office of The Adjutant General, US Army Support, Thailand. There are two other APOs, one each in Monrovia, Liberia, and Kinshasa, Zaire, which are under the operational control of their MAAGs.

c. Functions which are based on detailed Department of the Army guidance and the operating traditions of the Army postal service, are generally the same in all commands and operations are similar. Overseas, these functions involve providing complete postal service to the military community. The military mail terminals are the operating interface between the United States Postal Service (USPS) and the overseas commands. The Postal Directorate, TAGCEN, provides staff supervision. In the United States and its possessions, the USPS or local counterparts operate the mail distribution services. All commands follow a well-defined inspection sequence. FORSCOM commands all active Army and USAR postal units in the USA. Documentation is provided at Appendix 2, Annex B. (Objective 2b(2).)

d. There is no systematic means of getting information to decision makers; information is generally developed and accumulated through inspections. There is little management by objectives, use of review and analysis, and little use of management indicators. The major commands use basically the same sources of information. These are unit mailroom inspections, triannual inspections, correspondence and oral communications from higher and lower headquarters, and reports of offenses against the mail. Documentation is provided at Appendix 4, Annex B.

(Objective 2b(2).)

(1) USAREUR

(a) There is no systematic means of ensuring that problems are identified.

(b) The Postal Group does not have a review and analysis program. ADP support is used for directory rosters, MOS mismatch rosters to detect malassignment of enlisted soldiers, identifing units with increases in any category of claims (roster provided by the USPS, offending units receive letters and follow-up inspections), and they are experimenting with an EES claim roster to determine trends in losses and damages.

(c) The one management indicator is derived from mail transit surveys which are used to identify and correct slow movement of mail. The Group also uses a rule-of-thumb (they consider it a management indicator) of one postal clerk to 500 people served for manpower adjustments.

(d) Also used for management purposes are reports to tri-annual inspections, correspondence from HQDA, monthly reports of money orders and stamps sold, APO requests for assistance, reports of recurring unsatisfactory mailroom reports, IG reports, and complaints.

(e) Policy making in postal is performed only at the group headquarters, and when deemed necessary (e.g. transportation), coordinated with the appropriate HQ, USAREUR, staff agency. Purely postal policy decisions are made within the group headquarters, approved by the commander, and presented orally to the AG, USAREUR.

(2) Eighth US Army.

(a) The Staff Postal Officer prepares a portion of the headquarters quarterly review and analysis covering postal incidents and unsatisfactory quarterly inspections.

(b) EUSA performs triannual inspections. Unsatisfactory reports result in reinspections within thirty days and assistance visits are made before the reinspection. The EUSA Adjutant General signs all unsatisfactory reports and all other inspection reports go to him for information.

(c) HQ, EUSA, uses reports of unsatisfactory mailroom inspections and the postal claims report from the USPS to detect problem areas. The Adjutant General is informed of problems detected and measures taken to correct them. In regard to unsatisfactory mailroom reports, the requirement to correct deficiencies contained in a second unsatisfactory mailroom report is signed by the Adjutant General. If there were a third unsatisfactory report, the EUSA Chief of Staff would

sign the forwarding correspondence.

(d) The Staff Postal Officer does make check-letter studies of mail transit times, but no action seems to result from these. When Headquarters, USARPAC was in charge of postal operations, copies of these reports were sent to that headquarters.

(e) Postal policy questions are limited to the foregoing and Status of Forces Agreement questions. Postal policy is usually approved by the EUSA/USKF/UNC Chief of Staff except for items strictly within Army purview which the Adjutant General approves. However, there is sufficient cross-servicing, especially between the Air Force and the Army, that most postal policy matters must be forwarded to the Chief of Staff. The Adjutant General is responsible for joint postal policy.

(f) There is no system of management indicators and ADP support is limited to an alpha roster which is used for directory service.

(3) USARJ (Honshu and Okinawa).

(a) There is no system of management indicators and there is no participation in a review and analysis program.

(b) Okinawa has no APOs to inspect but does inspect about thirty mailrooms on a quarterly basis. A second inspection failure results in a formal report to the staff postal officer who requires correction by the offending unit. Assistance visits are made when serious problems are developed. Transit times are measured by test cards and the results published for use by patrons. No other action is taken. There is no local ADP support.

(c) On Honshu, quarterly intransit times are used to determine problem areas. Reports of errors in make-up and disposition of mail are used to determine which APOs need correction or assistance. The only ADP support available is the SIDPERS generated directory service roster.

(d) The postal operations in both Okinawa and Honshu are rapidly shrinking along with the troop populations served. Therefore, postal operations are relatively small in scale, not requiring extensive operational and policy decisions.

(4) Thailand (not visited).

(a) US Army Support, Thailand, uses a monthly postal claims and inquiries report, monthly report of customs violations in mail, and an ADP-generated alpha roster for locator service.

(b) The Postal Branch, Personnel and Administrative Activity,

operates one APO and one MAO and conducts quarterly unit mailroom inspections. The Director of Postal Operations conducts the triannual audits and inspections.

(5) Other.

(a) The other commands are responsible for mail management and mailroom operations, except in Alaska, where FORSCOM operates one small APO at Fort Greely. They conduct formal postal inspections of and provide staff assistance to installation, division, and other units. These inspections cover postal files and records, training, readiness, mail management, and unit mailroom operations.

(b) The results of the foregoing inspections are reviewed by the Director of Postal Operations and the Adjutant General. Follow-up action is then taken.

(6) Postal Directorate, TAGCEN. The Directorate uses the following reports:

(a) TAGO Report 32. This is a yearly manpower and workload report used to provide similar data to the TAGO Comptroller.

(b) Triplicate copies of reports of annual and triannual audits of COPE (Custodian of Postal Effects) accounts (DA Form 3741). Original and duplicate are sent to the accountable postmaster. Discrepancies noted are made the subject of correspondence by PSD to the major command concerned.

(c) One copy of each order Appointment Affidavit (PS Form 62) designating an Army postal clerk.

(d) Quarterly report of transactions (stamp and money order sales, money orders cashed, and insured and registered mail).

(e) Reports supporting and outputs of the Military Automated Mail System (MAMAS), which are described in Annex C. MAMAS was being reprogrammed for the UNIVAC 1108 by Computer Systems Command at the time of this writing. When it was originally programmed for the IBM 1401 by a trainee programmer, no documentation was retained. These original programs were incomplete, with the result that the Transportation Division has had to perform additional manipulations. This system has been in the developmental stage for approximately two years; as a result there is some disenchantment with it on the part of the users and computer services personnel. Thus, problem areas and erroneous output are being worked on by the personnel of the Transportation Division and Computer Services Offices of the TAGO Comptroller.

e. The use of data concerning populations served is not a reliable

means of determining workload and establishing APO personnel requirements, as shown at Appendix 6, Annex B. (Objectives 2b(1), (2), (3).)

f. Manpower is based on TDA authorizations for garrison operations and the TOE of combat service support units in the Army inventory. In Europe and Korea, such units also provide garrison support. Documentation is provided at Annex B. (Objective 2b(2).)

g. Headquarters, US Army Postal Group, Europe (USAPGE) was unable to provide data concerning its facilities. During his trip to Europe, the Project Manager formed the impression that allocation of facilities to postal operations was made by local community leaders based on their priorities. Detailed data was obtained for post offices elsewhere. Documentation is provided at Appendix 7, Annex B. (Objectives 2b(1), (2), (3).)

h. Post office operations performed at Headquarters, Department of the Army would not be greatly affected if at all, by reorganization. Chart Three summarizes the comparison of three possible organizations (centralized, current, and current modified with a management information system).

(1) The operators of the Army postal system are at the Army post office (APO) level. These people use detailed guidance in the form of USPS documents (Postal Manual, Postal Bulletin, etc.) and the Army Regulations for which the Postal Directorate, TAGCEN is proponent. The major commands serve as staff supervisors of the fulfillment of USPS and Army policies by the APOs, except for USAREUR, where the US Army Postal Group, Europe also commands most of the postal units. Data supplied by the APOs to the major command level were in all commands essentially the same, regardless of organization.

(2) What might be affected by reorganization is how the major commands performed their non-post office functions of command and coordination, particularly in regard to APO location (affected by population characteristics), transportation scheduling (affected by modes available, redundancy, joint scheduling with other services, relative costs of alternative modes, and schedules of connecting transportation), management of operating costs, personnel allocation, and the procurement, repair, and replacement of equipment. Given the Army's methods of planning, programming, and budgeting and the fact that the APO system is an overseas (extra-USPS) operation, the systematic management of the Army postal system is appropriately performed at major command level.

(3) The functions now performed at Headquarters, Department of the Army level (Postal Directorate, TAGCEN), would not be reallocated; however, under a centralized concept, Headquarters Department of the Army would accumulate additional responsibilities for management of the system and fulfill them in an organization which paralleled the command

structure of the Army in relation to the major commands. Thus, Postal Directorate, TAGCEN, would perform, as now, overall coordination of international mail transportation, issue regulations and guidance, review readiness of units, ensure integrity of the mails, operate military mail terminals, and manage Army indicia costs. Fulfilling these responsibilities would not require structural reorganization.

(4) Thus, the alternative becomes one of what information is available, how it flows, who uses it, and for what purposes it is used? This is a major void and one that really needs to be resolved, rather than reorganization, particularly since the Army postal system could be reorganized as a command, as is the case with the USAF Postal and Courier Service, yet not have a management information system, as is also the case of the USAFPCS. By developing data on populations served, nature of mail volume by APO, transit time analysis, transportation costs, and equipment data, either the major command or the Postal Directorate (or the USA Postal Agency or the Postal Group) would be able to identify incipient or existing problem areas and take corrective action.

5. Conclusions:

a. A centralized organization would facilitate implementation of DA policies and worldwide management of the Army postal system by means of simplifying the command structure as it applies to the postal function, resulting in more efficient management and potential for cost savings through elimination of redundant functions of the three services. (Objectives 2b(3), (4), (5).)

b. There is not sufficient data available, particularly in the areas of military surface transportation and facilities, to indicate by means of a comprehensive cost-benefit analysis, that a centralized organization would be economically desirable or undesirable. Chart Four summarizes the types of cost data available or which could be computed without extensive research. (Objectives 2b(1), (2), (3), (5).)

c. The establishment of a centralized postal organization would require more personnel spaces even if support functions such as budget and fiscal, transportation, personnel administration, personnel management, and supply were provided by the supported commands. Thus, there would be both an increase in manpower costs and an increase in the overall support force strength. (Objectives 2b(4), (5).)

d. Overseas postal activities should be centrally managed by the appropriate overseas major commands (as is done in Europe) in order to standardize control to effect timely and efficient movement of mail. This is particularly true in regard to Korea, which could achieve centralized control by placing the four non-divisional postal units under the operational control of The Adjutant General of Headquarters, Eighth United States Army. (Objective 2b(6).)

e. Much data is available, but no systematic approach is taken to problem identification and solution. A basic, Army-wide set of indicators is required to facilitate identification of problems requiring managerial attention. (Objectives 2b(1), (2), (3), (4), (5), (6).)

f. Improvement of facilities in Europe and equipping APOs Army-wide is required to bring them up to USPS standards in appearance and service, and to permit greater use of equipment such as conveyers in mail processing. (Objectives 2b(1), (2).)

g. In Europe, particularly, transportation modelling techniques using automatic data processing might have the potential for considerable economies by consolidation of truck runs of both the Army and the Air Force and better scheduling. (Objectives 2b(1), (2), (3), (4), (5), (6).)

h. The three preceding conclusions require the development of a management information system.

6. Recommendations:

a. Continue to operate under the current system with the added benefit of a management information system (to be developed).

b. Develop a management information system for the Army postal system.

c. Conduct a study to determine what would be required to meet Department of Defense and United States Postal Service standards for post office facilities and equipment.

d. Request Eighth United States Army to review their organization for postal operations based on this report to eliminate the current multi-tiered organization with conflicting allocation of responsibilities and resources.

e. Place the Army Post Offices in Monrovia, Liberia, and Kinshasa, Zaire, under the technical supervision of US Army Postal Group, Europe.

RICHARD J. LEONARD
Lieutenant Colonel, AGC
Project Manager

DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20314

DAAG-MAS

18 JAN 1974

MEMORANDUM THRU: DIRECTOR ARMY POSTAL SERVICES DIRECTORATE

TO: PROJECT MANAGER, POSTAL SERVICE ORGANIZATION STUDY

SUBJECT: Study: Organization of the Army Postal Service

1. REFERENCES:

a. Postal Regulations of DOD and the Military Postal Services.

b. Manning Tables of the Military Postal Services.

c. Postal TOE and TDA of the Military Postal Services.

d. USPS/DOD Postal Agreement.

e. USPS Postal Manual.

f. Chapter 6, FM 101-5.

2. PURPOSE:

To determine the type of organization needed to best perform the postal mission of the Army, to include structure, functions, command relationships, organization for planning, operational effectiveness, and decision-making. This study is categorized as an Army management study in accordance with AR 5-5 and is designated for first level control as defined in TAGO Reg 1-53.

3. TERMS OF REFERENCE:

a. Problem: The general absence of management information and control at Headquarters, Department of the Army level and the requirement to deal directly with DOD and the USPS on behalf of the Army requires that the Army Postal Service be thoroughly examined to determine if the present organizational concept should be continued or modified or another organization adopted to insure the best possible postal service for the Army in the foreseeable future. The relatively

ANNEX A

low level of central control results in lesser responsiveness to DA directives and mail management economics.

b. Current situation: TAG exercises DA staff supervision over the worldwide Army postal system through the Army Postal Services Directorate. The director, in turn, executes TAG staff responsibility, disseminates Army postal policy, implements postal procedures, budgets for postal transportation and official mail costs, exercises command control over two CONUS military mail terminals, and exercises operational control over attached base post offices. Each major CONUS and oversea commander establishes, staffs, equips, and controls the Army postal activities in his area. MILPERCEN supplies operating personnel in response to command requisitioning. The USAIA provides formal postal training. The organization of the Army Postal Service has existed along these general lines since World War II. The advantages and disadvantages in the present organization are outlined at inclosure 1.

c. Objectives:

(1) Establish the criteria for an effective postal organization in terms of performance.

(2) Determine the present organization of the Army Postal Service to include structure, functions, command relationships, organization for planning, operational effectiveness, and decision-making (at what levels are which types of decisions made and based on what information?).

(3) Conduct data-validation visits to selected CONUS and oversea commands and installations.

(4) Analyze the data collected on the current organization in terms of criteria for an effective postal organization to determine its planning effectiveness, operational needs and capabilities, decision-making responsibilities, and desirability of greater or less centralization.

(5) Design alternative organizations to test for desirability of greater or less centralization. These test organizations will be prototypes based on Army organization, missions, and functions; not simply existing organizations of the other services. However, the advantages and disadvantages of these organizations (i.e. the centralized

USAF and decentralized USN postal organizations) will be subjectively evaluated during the validation visits to oversea commands.

(6) Test the alternate organizations against the previously established criteria for postal effectiveness to determine planning effectiveness, operational needs and capabilities, and decision-making responsibilities.

(7) Select for implementation the organization which best meets the foregoing tests.

d. Limits:

(1) An Army organization best able to execute the Army Postal mission.

(2) Oriented on development of a postal organization which is effective, efficient and economical. Resource conservation is an important factor.

(3) Take cognizance of the rules and regulations promulgated by the USPS for postal operations.

(4) Proceed to a point where a detailed plan is ready for formal staffing upon TAG approval.

(5) This study will not consider the Army Courier Service, which is part of a joint operation for which the Army is executive agent.

e. Scope: This study will encompass the organizational structure of a worldwide Army Postal System as stated in paragraph 2.

f. Time Frame: The study project will commence on 7 January 1974 and be completed as detailed herein by 31 January 1975.

g. Assumptions:

(1) Each military service will continue to operate its own postal service.

(2) Policy guidance will continue to emanate from DOD.

h. Essential elements to analyze: See inclosure 3.

DAAG-MAS
SUBJECT: Study: Organization of the Army Postal Service

i. Environment: The Army Postal System should be capable of worldwide mission performance in a wartime or peacetime environment. It should have the capability to provide postal support in the field to contingency forces deployed overseas on short notice. Postal units should be capable of deploying with sufficient equipment to enable them to become operational immediately upon deployment to an area lacking suitable military facilities and specialized postal equipment.

4. SUPPORT AND RESOURCE REQUIREMENTS:

a. Postal Services Directorate.

(1) Supply project sponsor and project manager.

(2) Supply routine administrative and clerical support.

(3) Supply one additional officer or civilian, GS-11 or higher, during 7-31 January 1974, 25 February 1974 -19 April 1974, 20 May 1974-19 July 1974, 5 August 1974-31 January 1975.

b. Centralized Support Division:

(1) Provide word Processing support upon request.

c. TAGO Comptroller:

(1) Allocate sufficient funds to support necessary TDY.

(2) Provide additional office space if required and available.

(3) Provide one management analyst (manpower) during 12-21 June 1974, 20 September-13 December 1974; all dates are inclusive.

d. SD & EO:

Analytic support on an occasional, advisory basis.

5. ADMINISTRATION:

a. Study Title: Army Postal Service Organization (APSO).

b. Project Schedule: See Inclosure 4.

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c. Control procedures:

(1) Project Control - COL Eubanks (DAAG-SE), Ext. 31929.

(2) Project Sponsor - COL Gaunt (DAAG-MA), Ext. 37550.

(3) Project Manager - LTC Leonard (DAAG-MAS), Ext. 31623.

(4) In-process reviews (IPR) will be scheduled by SDEO. The script for each IPR will be submitted to SDEO two working days prior to formal presentation to TAG and will include an analysis of the information developed to date.

d. Project Format: To be determined later by the Project Manager in coordination with the Project Sponsor.

e. Action Document: A formal staff paper containing the inclosures indicated in the output list (Inclosure 7).

VERNE L. BOWERS
Major General, USA
The Adjutant General

8 Inclosures
1. Advantages & Disadvantages Present Organization
2. Concept of Study Execution
3. Essential Elements to Analyze
4. Project Schedule
5. Event List
6. Event Diagram
7. Output List
8. Data Collection and Analysis Plan

Advantages and Disadvantages of Present Organization

1. The advantages of the present organization:

a. Permits minimum staff at DA level.

b. Delegates operational responsibility to the field.

c. Allows commanders to make local adjustment in personnel and resources to meet local conditions.

d. Minimum impact of TAG in areas of budget preparation, personnel management, and material procurement.

2. The disadvantages of the present organization:

a. Less responsive to DA Directives.

b. Less responsive to mail management economies.

c. Reduced DA ability to control quality of personnel assigned to postal duties.

d. Lack of precise knowledge of manpower and requirement and resources required to operate the Army postal services.

e. Encourages development of individualized, nonstandard management control, accounting, and procedures systems by individual installations and oversea commands.

Incl 1

Concept of Study Execution (Methodology)

1. This study will be concerned with the following organizational aspects of the Army Postal system: Structure, functions, command relationships, planning, decision-making, and operational effectiveness. Although equipment and personnel are important elements in the design of an optimum organization, they will not be considered here; however, toward the end of the organization study a decision concerning the study of equipment and personnel will be made. The organization of the Army Postal system will be conducted in five phases.

a. Establishment of the criteria for an effective postal organization.

b. Collection of data on the current organization.

c. Verification and testing of data collected.

d. Designing of alternative organizations.

e. Selection of an organization for implementation.

2. During Phase I the criteria for an effective postal organization in terms of performance will be developed within the Postal Services Directorate, TAGCEN. These criteria will be oriented on the goal of rapid, efficient, and economical service to both the troops and official military addresses. Therefore, standards of performance and reporting will be developed. In addition to such standard criteria as ratio of Congressional and other complaints, ratio of offenses against the mails, time required for delivery by class of mail, the study will consider such aspects as meeting statutory requirements, transportation management, responsiveness to contingency requirements, and capability of executive management with a minimum of layering. These criteria will be developed in such a way that they can be used during succeeding phases as standards for comparison and, ultimately, a decision concerning the organizational recommendation of the study. Thus, the development of realistic yet comprehensive criteria for an effective postal organization is the sine qua non for this study.

3. Phase II will be concerned with the determination of the organization of the present Army Postal system. During this phase, the existing structure, functions, command relationships, organization for planning, operational effectiveness, decision-making, performance indicators, and reporting requirements will be documented. The vehicle for this will be a written directive, developed within the Postal

Services Directorate, to the major commands of the Army and the Military Mail Terminals to obtain responses keyed to the criteria for an effective postal organization developed in Phase II. Command regulations, personnel authorizations, functional statements, staff directories, organizational charts, geographic locations of units by type, and data on populations served will be obtained.

4. During Phase III, the data collected on the present organization will be validated and tested within the Postal Services Directorate against the criteria for an effective postal organization to determine if the present organization meets these standards. The operational needs and capabilities, decision-making responsibilities, planning effectiveness, and desirability of greater or less centralization will be formally estimated. The validation of the information will include visits by the project manager to selected responding commands and units in Europe and the Far East to compare their responses with actual operations. During these visits, briefings on the purpose and need for the study will be conducted. A study folder for each command visited will be prepared prior to departure from CONUS to guide the project manager. This folder will include specific responses for verification at each command or unit visited, a copy of the command's reply to the original request, and other topics for inquiry, relevant to the study, developed by the Postal Services Directorate.

5. During Phase IV alternate organizations will be designed and their capabilities tested against the criteria for an effective postal organization. These organizations will be prototypes based on Army organizations, missions, and functions; not simply copies of the existing organizations of the other services. One, however, will be a vertical, integrated, Army-wide organization. Modular inspectorate and central budget offices will be developed as staff additions to the present organization or to be included in some other form of organization. For example, consolidation of administrative functions at Department of the Army level while decentralizing operational levels under coordinate control of TAGCEN may be considered as an alternative organization which lies between a tightly centralized organization and the present organization. Any decentralized organization will conform to the geographic boundaries of the major commands. This phase will require the assistance of one manpower analyst from the Office of the TAGO Comptroller for the duration of the phase for approximately fifty percent of that person's time. These alternative organizations will be tested on the same basis as was the present organization to determine planning effectiveness, operational needs and capabilities, decision-making, and the problems of centralization as opposed to decentralization. The testing technique will be developed based on Chapter 6, FM 101-5.

6. During Phase V, one organization will be selected for implementation based on the tests during Phases III and IV. This organization may actually contain modifications as the results of those tests. A comparision of personnel costs between the present and proposed organizations will be prepared. The proposed organization will be presented to TAG in a staff study which includes a schedule for implementation. The staff study will also contain a recommendation for or against initiating studies of postal equipment and personnel.

Essential Elements to Analyze

1. Does service to the troops and official military addressees meet acceptable standards (e.g. those of the USPS)?

2. Are statutory requirements met?

3. What is the interface with the USPS, foreign postal services, and other government activities?

4. What are the capabilities of executive management (e.g. a minimum of layering)? Is authority to make decisions delegated to the lowest level where information is available?

5. Are satisfactory operations achieved with a minimum of supervision?

6. How effective is the management of mail transportation?

7. Is world-wide organizational standardization achieved?

8. Is centralization of budgetary control, including management information, desirable?

9. Is establishment of a postal inspectorate desirable?

10. Is there responsive decision-reaction time?

11. Is there clear definitive, and equitable assignment of responsibility for postal support?

12. Is the postal organization responsive to contingency requirements?

13. Are optimum populations served by postal operating units?

14. What are the desired management indicators?

15. What are the desired reporting requirements?

16. What are standard rates of congressional and other official complaints?

17. What are standard rates of offenses against the mail?

18. What is the current postal operating structure of the Army by unit and staff office, including operational control?

Incl 3

19. Is centralization of current organization, including spans of control, layering of echelons, and communications channels desirable?

20. What is the current organization for planning, including functions performed by planning elements at all echelons?

21. What are the functions performed by each unit and staff element?

22. At which echelons are decisions made and on what information?

23. What are the current management indicators?

24. What are the current reporting requirements?

25. What is the volume of mail by category handled by each postal unit?

26. What are the populations served by each postal operating unit?

27. What are the organizational objectives? Are they measurable, are they measured, and are they attained?

28. Is there a control system to alert managers at all echelons to deficiencies? Is appropriate action taken?

29. Is the postal organization responsive to operational requirements (peak periods and deployments)?

30. Do USPS operations meet the requirements of CONUS installations?

31. What are the viable alternative organizations (e.g. a vertical, integrated, Army-wide organization)?

Project Schedule

Phase I: Development of the criteria for an effective postal organization, 7 January - 31 March 1974.

7 January - 3 March 1974: Obtain information on which to develop the criteria.

4 March - 31 March 1974: Develop criteria.

Phase II: Determination of the present organization of the Army postal system, 1 April - 11 June 1974.

1-8 April 1974: Develop and issue requests for organizational data from all major commands.

9 April - 11 June 1974: Receive and organize information from the major commands.

Phase III: Validation and testing of data pertaining to the present organization, 12 June - 19 September 1974.

12 June - 8 July 1974: Prepare study plan for and visits to CONUS activities.

9 July - 19 August 1974: Prepare study plan for and visits to overseas commands.

20 August - 19 September 1974: Organization and testing of data on current organization against the criteria for an effective postal organization.

Phase IV: Design and test alternate organizations against the criteria for an effective postal organization, 20 September - 19 November 1974.

20 September - 4 October 1974: Design one centralized and one decentralized postal organization.

7-14 October 1974: Prepare testing methodology.

15 October - 19 November 1974: Test prototype organizations.

Phase V: Selection of an organization for implementation, 20 November

Incl 4

1974 - 31 January 1975.

20 November - 4 December 1974: Select and make any required modifications to the organization (current or prototype) which best meets the requirements of the Army.

5-13 December 1974: Prepare analysis of personnel costs; make adjustments, where feasible, to reduce the costs of the organization selected.

14 December 1974 - 31 January 1975: Prepare and staff the proposed organization. Include a schedule for implementation upon approval.

Event List:

Phase I: Development of the criteria for an effective postal organization, 7 January - 31 March 1974.

1. Commence study. Prepare questionnaires to the deputy director, heads of divisions of the Postal Services Directorate, commanders of the military mail terminals, and major DA commands to elicit performance standards for postal service within their areas of operation.

a. Plans and programs, including budgetary control and management indicators.

b. Operations (Congressional and other complaints, offenses against the mail, etc.).

c. Transportation management.

d. Liaison with and operations involving the Postal Concentration Centers.

e. CONUS installation mail management.

f. Overseas command mail management.

g. Responsiveness to contingency requirements.

h. Management indicators.

2. Staff questionnaire with Comptroller and project control.

3. Issue questionnaire.

4. Document statutory requirements of and limitations on the military postal services.

5. Document nature of interface with the USPS, foreign postal services, other government agencies, and commercial carriers.

6. Reply to questionnaire received. Commence staff analysis of questionnaire within Postal Service Directorate.

7. Develop performance standards and management indicators for an effective postal service.

a. Service to the troops and other official mail addresses

(nature and responsi[illegible]s of various types of postal service).

b. Requirements for coordination or cooperation with the USPS, foreign postal services, other US governmental agencies, and commercial carriers.

c. Decision-making authority (placement and information available).

d. Span of control.

e. Extent of supervision.

f. Standardization of organization.

g. Transportation management.

h. Budgeting responsibilities, including management information.

i. Postal inspectorate.

j. Decision-reaction time.

k. Responsibilities for postal support.

l. Contingency requirements.

m. Populations to be served.

n. Desired management indicators (include complaints and mail offenses).

o. Desired reporting requirements.

8. In-process review.

Phase II: Determination of the present organization of the Army postal system, 1 April - 11 June 1974.

9. Prepare requests for information from all major commands, including TAGCEN, for all operating and staff activities under their command jurisdictions.

a. Organization charts and staff directories.

b. Functional statements.

c. Manpower authorizations.

d. Data on populations served.

e. Locations of postal units by type.

f. Command relationships.

g. Budgetary responsibilities for postal operations.

h. Organization for planning.

i. Management indicators.

j. Reporting requirements.

K. Command regulations.

l. Postal inspectorate responsibilities.

10. Requests developed during event 9 issued.

11. Obtain from USPS, DOD, USN, and USAF pertinent information concerning current trends in regard to postal operations as they might affect the Army.

12. Replies to requests developed during event 9 and issued during event 10 received.

13. Verify completeness of replies and organize information received by category requested to facilitate analysis.

14. In-process review.

Phase III: Validation and testing of data pertaining to the present organization, 12 June - 19 September 1974.

15. Prepare validation study plan for CONUS visits based on replies from CONUS commands.

a. Organization.

b. Organizational objectives.

c. Command relationships.

d. Span of control.

e. Management indicators.

f. Reporting requirements.

g. Functional statements.

h. Organization for planning and planning effectiveness.

i. Populations served.

j. Decision-making.

k. Locations of units.

16. Visit XVIII Airborne Corps (USPS post office, Corps postal, 82d Abn Div postal, and 305th APU) to verify data obtained during events 6 and 12. Also:

a. How mail is managed at a major installation.

b. How postal support will be provided if airborne "D" package when deployed.

17. Visit HQ FORSCOM to confirm operational (deployment) conclusions derived at XVIII Abn. Corps as well as verify information pertaining to that headquarters received during event 12.

18. Examine NY MMT, BPO, and PCC operations after move to Secaucas. Is a separate BPO required?

19. Examine SF MMT, BPO, and PCC mail handling procedures. Is a separate BPO required?

20. Prepare study plan for Atlantic and Pacific area visits in same manner as in event 15.

21. Visit activities in the Atlantic area to verify information collected during events 6 and 12.

a. HQ USAREUR

b. USA and USAF activities at Frankfurt.

c. Wiesbaden AFB

d. Munich Army postal activities.

e. TASCOM

f. ASCOM

g. A division

22. Visit activities in the Pacific area for same reason as Europe.

a. HQ USARPAC (USA/USAF/USN)

b. Japan

(1) HQ USAJ

(2) Yokahama (BPO and Navy facility).

(3) Tokyo AMT.

c. Korea

(1) HQ, Eight Army

(2) Second Division

(3) ASCOM

(4) Seoul AMT

23. Prepare in-process review. Include evaluation of information received during event 12 based on validation trips.

24. In-process review.

25. Organize data on current organization for testing against the criteria for an effective postal organization.

26. Test data or current organization against the criteria for an effective postal organization.

27. Prepare in-process review. Include evaluation of the current organization based on the testing in event 25. Evaluate the organization's operational needs and capabilities, decision-making responsibilities and effectiveness, planning effectiveness, and desirability of greater or less centralization.

28. In-process review.

Phase IV: Design and test alternate organizations against the criteria for an effective postal organization, 20 September - 19 Noverber 1974.

29. Design a centralized, vertical, integrated Army-wide postal organization with a regional headquarters for each major oversea command and a complete staff (personnel and administration, operations and training, intelligence and inspectorate, logistics, and comptroller).

30. Design a less centralized organization than the one designed in event 29, but not necessarily less centralized than the current organization unless the test of the current organization (event 25) indicates that a less centralized organization might be appropriate. Consider consolidation of administrative functions at TAGCEN with operational aspects decentralized under TAGCEN coordinate control.

31. Prepare testing methodology for the prototype organizations using Chapter 6, FM 101-5 as a guide.

32. Test both prototypes.

33. In-process review.

Phase V: Selection of an organization for implementation, 20 November 1974 - 31 January 1975.

34. Select the organization which best meets the criteria for an effective postal organization.

35. Make any modifications required to the selected organization based on the tests.

36. Prepare a comparison of the manpower costs of the current and proposed organizations.

37. If personnel costs of proposed organization are higher than those of the current organization, review proposed organization for cuts (e.g. transfer budgetary function to Comptroller, decentralizing inspectorate activities, etc.).

38. Prepare draft staff study as vehicle to present proposal to the TAGCEN staff and, informally, to DCSPER, DOD and the USPS. Include annexes for:

a. Organization

b. Staffing

c. USN/USAF organization charts

d. Changes to current directives

e. Schedule for implementation.

39. In-process review.

40. Refine proposal as required.

41. Present staff study in final form to the Adjutant General for approval for subsequent staffing among the Army staff.

JANUARY 1974 — FEBRUARY — MARCH — APRIL — MAY 1974

3 14 21 28 4 11 18 25 4 11 18 25 1 8 15 22 29 6 13 20 27

Legend

Activity

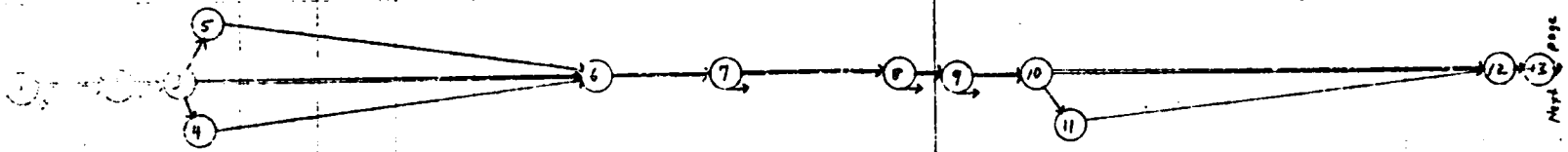
Critical path of activity

Event

Output event

PHASE I: Development of criteria for an effective postal organization.

PHASE II: Determination of the present organization.

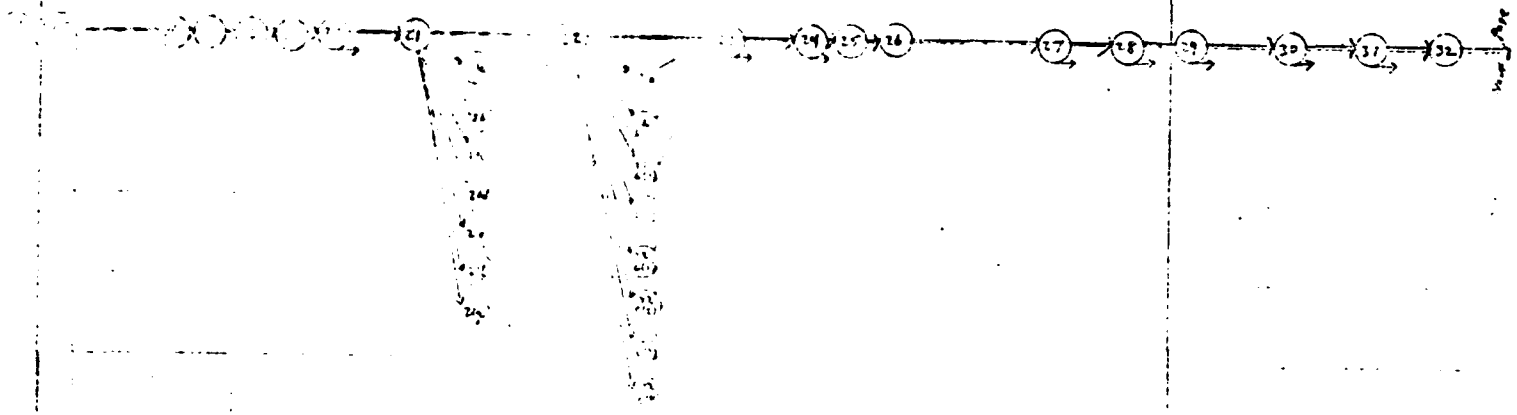


JUNE 1974 — JULY — AUGUST — SEPTEMBER — OCTOBER 1974

10 17 24 1 8 15 22 29 5 12 19 26 2 9 16 23 30 7 14 21

PHASE III: Validation and testing of data pertaining to the present organization

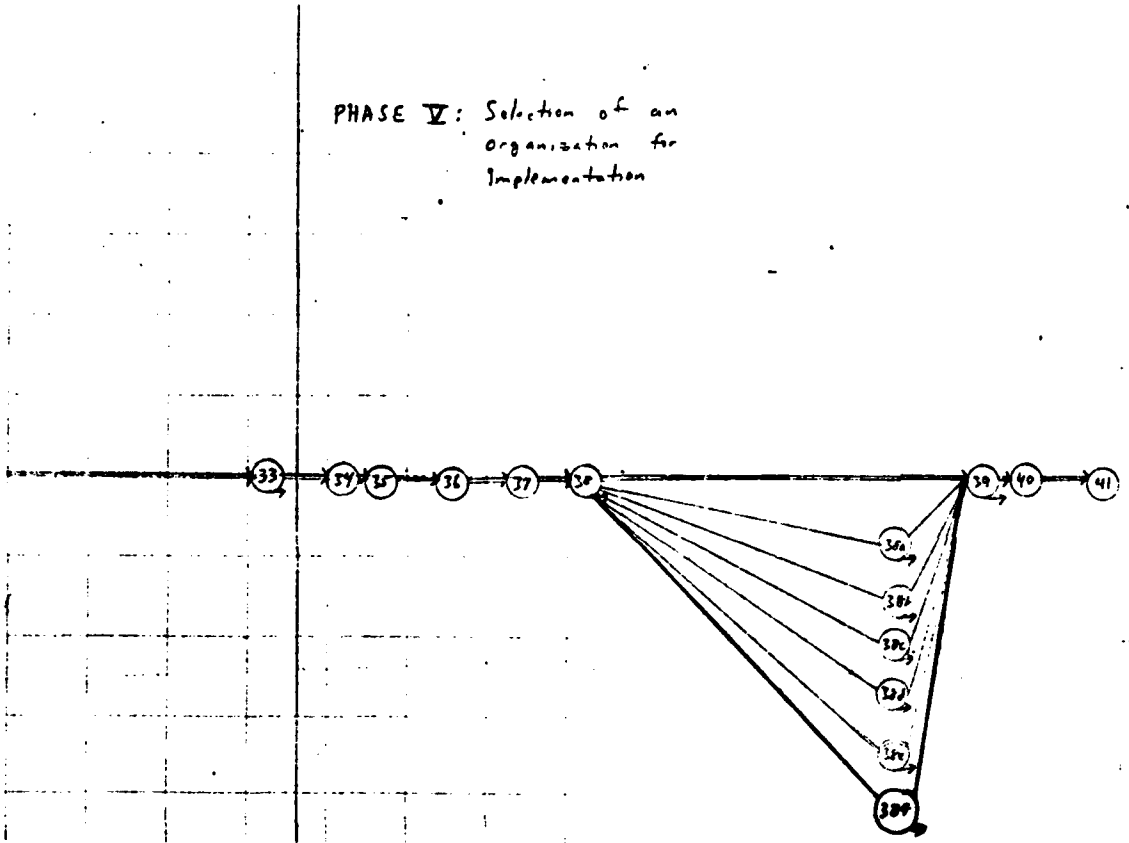
PHASE IV: Design and test of alternate organizations



OCTOBER 1974 NOVEMBER DECEMBER 1974 JANUARY 1975 FEBRUARY 1975

28 4 11 18 25 2 9 16 23 30 6 13 20 27 3

PHASE V: Selection of an organization for Implementation



Output List

Review Authority*	Output
S,C	1. Questionnaires to elicit performance standards to develop standards for an effective postal organization, including management indicators.
	a. Event 1, 7-16 Jan 1974.
	b. Obtain data on structure, operations, plans and programs, transportation management, contingency requirements, and mail management.
	c. Develop within Postal Services Directorate.
S,C	2. Standards for an effective postal organization, including management indicators.
	a. Event 7, 11 - 27 March 1974.
	b. Based on data obtained during event 1.
	c. Developed within the Postal Services Directorate.
	d. Analyze for validity in Postal Directorate, SDEO, and Comptroller.
S,C	3. In-process review.
	a. Event 8, 28 March 1974.
	b. Brief TAG on standards developed for an effective postal organization.
	c. Developed within the Postal Services Directorate.
S,C	4. Request for organizational information.
	a. Event 9, 1 - 6 April 1974.
	b. Obtain data on structure, functional statements, personnel and equipment, populations served, and locations of units by type.
	c. Prepare within Postal Services Directorate.

* S = Sponsor, C = Control
Incl 7

S,C

5. In-process review.

a. Event 14, 11 June 1974.

b. Brief TAG on present organization as determined during Phase II.

c. Prepared within Postal Services Directorate.

S,C

6. Validation study plans for CONUS and overseas trips.

a. Events 15 and 20, 12 - 24 June and 8 - 15 July 1974.

b. Prepare uniform package of questions to be asked and other information desired. Also requirements for data peculiar to particular units.

c. Purpose is to validate information obtained during events 6 and 12 and conclusion drawn during events 7 and 13. Also, document management indicators currently in use and developed during this study by determining existence of required information, its availability and reports required to obtain it.

S,C

7. In-process review.

a. Events 23 and 24, 12 and 20 August 1974.

b. Brief TAG on results of trips to validate information collected during event 12.

c. Prepare within Postal Services Directorate.

S,C

8. In-process review.

a. Events 27 and 28, 10 and 17 September 1974.

b. Brief TAG on results of testing the current organization against the criteria for an effective postal organization.

c. Prepared within the Postal Services Directorate.

S,C
Comptroller

9. Design a centralized organization for testing.

a. Event 29, 20-30 September 1974.

b. Vertical, integrated, Army-wide with a regional headquarters for each major overseas command and a complete staff.

c. Prepare within the Postal Services Directorate with the participation of a management analyst (manpower) from the Comptroller.

S,C
Comptroller

10. Design a less centralized organization.

a. Event 30, 1-8 October 1974.

b. Not necessarily less centralized than the current organization unless the latter indicates such a design might be appropriate. Consider consolidation of administrative functions at TAGCEN with operational aspects decentralized under TAGCEN coordinate control.

c. Prepare within Postal Services Directorate with participation of a management analyst (manpower) from the Comptroller.

S,C

11. Testing methodology for the prototype organizations.

a. Event 31, 8 - 14 October 1974.

b. Use methodology of Chapter 6, FM 101-5 as basic approach.

c. Prepare within Postal Services Directorate.

d. Must permit validation of organization in terms of performance standards and measurable by management indicators developed during Phases I, II and III.

S,C

12. In-process review.

a. Event 33, 19 November 1974.

b. Brief TAG on results of prototype testing and

how they compare with testing of the current organization.

c. Prepare within the Postal Services Directorate with participation of the management analyst from Comptroller.

S,C

13. Organization structure.

a. Event 38a, 16 December 1974 - 20 January 1975.

b. Prepare as inclosure to the draft study. Portray all postal staff agencies and operating units from Hq, DA, to division, separate brigade, APO and comparable levels, inclusive. Indicate command, operational control, logistical and administrative support, and coordination relationships. Compare current and proposed structures. Include mission statement for each organization and staff activity in the proposed organization.

c. Prepare within the Postal Services Directorate.

S,C

14. Staffing authorization for management personnel.

a. Event 38b, 16 December 1974 - 20 January 1975.

b. Prepare for each major command. Indicate authorized (not PRA or local manning levels) strengths.

c. Prepare within the Postal Services Directorate.

S,C

15. USAF and USN postal organization charts.

a. Event 38c, 16 December 1974 - 20 January 1975.

b. Prepare as inclosure to draft staff study. Use information supplied by the USAF and USN.

c. Prepare within the Postal Services Directorate.

S,C

16. Changes to Current Directives.

a. Event 38d, 16 December 1974 - 20 January 1975.

b. Prepare as inclosure to the draft staff study. Requires review of all postal regulations (65 series Army Regulations). Other changes required by study.

c. Prepare within the Postal Services Directorate.

S,C

17. Management Indicators.

a. Event 38e, 16 December 1974 - 20 January 1975.

b. Prepare as inclosure to the draft staff study. Base on indicators developed, validated, and tested during Phases I - IV.

c. Prepare within the Postal Services Directorate.

S,C

18. Schedule for Implementing an Army Postal Service Reorganization (if applicable).

a. Event 38f, 16 December 1974 - 20 January 1975.

b. Prepare as inclosure to draft staff study. Specify schedule and methodology for briefing commands and activities to be affected. Schedule must provide sufficient time for subordinate commands to make internal adjustments. If a centralized organization is proposed, specify a phased schedule for transfer of command and staff responsibilities. Ideally, a nucleus staff element would be established in sufficient time to prepare to implement the first fiscal year's budget. Then command would be assumed on the first day of the fiscal year. Personnel and logistics requisitioning authority should remain with the losing commands, monitored by the gaining command, until the date command is transferred. Include a schedule for familiarization and coordination with the appropriate DA, DOD, USPS, and other non-DOD agencies for the staff of the new command to ensure efficient transition for routine staff activities.

c. Prepare within the Postal Services Directorate.

S,C

19. In-process review.

a. Event 39, 21 January 1975.

b. Brief TAG on proposed organization.

c. Prepare within the Postal Services Directorate.

Data Collection and Analysis Plan

Type of data or information	Means of collection	Remarks/Analysis
1. Performance standards of major commands and PSD divisions concerning plan and programs, operations, transportation management, and mail management. (Event 1)	Questionnaire	1. Elicit objective standards used to permit respondents to determine how well they are achieving their missions or to alert them to problems. 2. Review standards in terms of missions of PSD divisions, postal operating units, and intermediate headquarters. 3. Determine if these standards meet the needs of the respondents and how they may be improved.
2. Document nature of interface with the USPS, foreign postal services, other government agencies, and commercial carriers. Document statutory requirements of and limitations on the military postal services. (Events 5 and 6)	Interviews, public law, and regulations.	By means memoranda, record information developed. Retain for use in evaluating organizations.
3. Requests for information from commands concerning nature of current organization. (Event 9)	Letter (may include questionnaire).	To be verified during field trips. Verified information will later be compared with the criteria for an effective postal organization. Information will be collected from each level (from DA to APO's, APU's, etc.).

		Organize data according to criteria for an effective organization and test them to determine if they cover all important aspects of the postal mission and provide usable information for managerial purposes (i.e. alerting the manager to future problems, facilitating the making of decisions by placing decision-making in the proper plan and providing sufficient information, and encouraging forward planning).
4. Obtaining current trends from the USPS, DOD, USN, and USAF. (Event 11)	Interviews	Record information obtained in memoranda for record for use in testing organizations.
5. Validation trips. (Events 16, 17 18, 19, 21 and 22)	On-site observation.	Prepare folders (notebooks, etc.) with edited responses from respondents (event 12). These will be validated by on-site interviews, examination of working documents, and observation of operators. (See event 15, Event List)
6. Effectiveness of USN and USAF organizations.	Staff visits to appropriate echelons of the USAF and USN.	Record in memoranda for record. This will be subjective in nature. The USN and USAF will not be studied, per se.

DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20314

DAAG-

Dear

As the Army decreases in size and increases in cost during a period of at least skeptical public scrutiny, there is no area of management which is exempt from examination for possible savings of personnel and money as well as improvement in operational efficiency. Therefore, we are examining all of our TAGCEN operations, no matter how well they appear to be managed or how satisfactory their work is to the final consumer.

In keeping with the foregoing philosophy, I have directed that a study be conducted to determine the type of organization needed to best perform the postal mission of the Army. A personal copy of the concept of project execution extracted from this directive is attached for your information. During the forthcoming year my project manager for this study, LTC Richard J. Leonard, will be communicating with you to obtain data concerning your postal operations and to solicit your advice and assistance.

This project commences without any preconceived conclusions and it cannot succeed without your support. I am therefore soliciting your participation in this important effort by asking you to respond to specific inquiries and to afford the project manager the benefit of your wisdom and expertise. Should you desire to comment on the scope or direction of the study, please let me have your thoughts by ~~31 January~~ 10 Feb 197K.

Sincerely,

VERNE L. BOWERS
Major General, USA
The Adjutant General

ANNEX B: PERFORMANCE STANDARDS

1. Appendix 1 contains eight general standards of performance for the Army postal system. These standards are further broken down into the functions encompassed by the standards, elements of the functions, and potential indicators of performance. Possible sources and users of the information developed are also indicated.

2. These standards and their subcategories were developed during Phase I of the study and used later as a vehicle to test the current and model vertical organizations.

1 Inclosure
Appendix 1. Standards

STANDARDS	FUNCTIONS	ELEMENTS	INDICATORS	REPORTED BY	TO
1. Provide prompt, efficient postal services to the soldier and the official customer based on service purchased, to include delivery of mail, postal financial services, claims assistance, and directorizing mail.	a. Transit times thru USPS gateway activities (PCC, AMF, B & FMC).	(1) From gateway to port.	Days required from availability date.	MMT	MACOM, DA
		(2) From port to gateway.	Days required.	MMT	MACOM, DA
		(3) From APO to APO.	Days required.	MMT	MACOM, DA
	b. Preparation of dispatches by APOs, and USPS.	(1) Errors found in ties pouches, and sacks.	Errors divided by pouches and sacks.	MMT	MACOM, DA
		(2) Use of direct routings by direct unit ties, pouches, and sacks.	DO	MMT	MACOM, DA
		(3) Sequencing of mail in dispatches.	Errors by APO, AMT, and USPS.	MMT	MACOM, DA
		(4) Improper sackings of publications by large publishers.	Errors by company, repetition of errors.	MMT	MACOM, DA
		(5) Improper mixing of letters and parcels in dispatches.	Errors by APO, and USPS.	MMT	MACOM, DA
	c. APO operations.	(1) Distances of AMT's from APO's.	(Measure by population, dollars, volumes, unit mail rooms served, categories of active military).	MACOM	DA
		(2) Nr. postal finance windows needed to operate.		MACOM	DA
		(3) Populations served.	Type (military, dependents, retirees, DOD civilians, contractor personnel).	APO	MACOM, DA

STANDARDS	FUNCTIONS	ELEMENTS	INDICATORS	REPORTED BY	TO
		(4) Status of equipment.	Equipment in repair by item and length of time.	APO	MACOM, DA
		(5) Mail volumes.	Volume massed or vs direct pouches.	APO	MACOM, DA
		(6) Support of headquarters depots, etc.	Nr. by type.	MACOM	DA
		(7) Nr. mailrooms served.	Nr. unit and consolidated mailrooms.	APO	MACOM, DA
		(8) Patron parcel wrapping service.	Supplies in APO lobby.	Inspectors	MACOM
	d. MMT operations.	(1) Directorizing mail for redesignated units and improperly addressed personal mail.	Nr. of pieces--manhours expended in directorizing.	MMT	MACOM, DA
		(2) Mail complaints.	Absolute number of complaints received by type (e.g., mail delivery, damaged parcels, lost money orders, investigations in process, number of claims & dollar value passed to DA for payment, number of claims passed to USPS.	DA	TAG
	e. Postal finance service.	Adequacy.	(a) Actual requirements compared with USPS services.	MACOM, DA	DA

STANDARDS	FUNCTIONS	ELEMENTS	INDICATORS	REPORTED BY	TO
			(b) Operating hours.	MACOM, DA	DA
			(c) Actual requirements compared with stamp and money order stocks.	MACOM	DA
	f. Troop locator service.	Where performed and adequacy.	(a) Number of cards maintained by location.	Installations and APO.	MACOM, DA
			(b) Number of pieces readdressed by location.	Installations and APO.	MACOM, DA
			(c) Number of pieces returned to sender due to no record.	Installation and APO.	MACOM, DA
	g. Delivery of all mail.	Filing of USPS Form 15 on expected mail not received.	Number filings.	APO	MACOM DA
2. Ensure USPS and carriers fulfill requirements for transportation.	a. USPS scheduling.	Carrier irregularities.	Number and repetition.	MMT	DA, USPS, Carriers.
	b. Carrier scheduling.	Diversions of mail to other carriers or modes	Numbers of times, volumes and classes of mail, identities of carriers.	MMT	Carriers, DA, USPS
	c. Postal Concentration Center (etc) Operations	(1) Volumes of mail exiting each gateway	Volume of mail by class	MMT	DA USPS

STANDARDS	FUNCTIONS	ELEMENTS	INDICATORS	REPORTED BY	TO
		(2) Improper preparation of dispatches from USPS facilities.	Number of times and repetition.	MMT	DA, USPS
		(3) Backlogs.	Volumes by class.	MMT	DA, USPS
		(4) Unitizing mail.	Nr. units served.	MMT	DA, USPS
		(5) Upgrading surface mail or SAM to make it competitive with air cargo.	Nr. of pieces by class. Costs of service.	MMT	DA, MMTs, MAC
	d. Surface carrier performance.	Actual frequency of surface dispatches to all overseas areas.	Nr. of times, total volume.	MMT	DA, USPS
		Average transit time based on dates made available to carrier, dates picked up at PCC, dates shipped, and dates unstuffing agencies received mail vans.	Date of arrival at unstuffing activity less date shipped.	MMT	DA, USPS, Carriers
			Date shipped less date picked up at PCC.	MMT	DA, USPS, Carrier
			Date picked up at PCC less date made available to carrier.	MMT	DA, USPS, Carrier
3. Ensure operating APO's are equipped at USPS standards for garrison operations and standards to be established for field operations.	a. Procurement.	(1) USPS standards.	Shortages (Compare surplus USPS equipment with shortages indicated by each operating APO).	Inspectors	DA, MACOM

STANDARDS	FUNCTIONS	ELEMENTS	INDICATORS	REPORTED BY	TO
		(2) Field standards (to be developed)	Shortages.	Inspectors.	DA, MACOM
	b. Facilities.	(1) Space.	Area for functions and personnel.	Inspectors	DA, MACOM
		(2) Location.	Proximity to served units.	Inspectors	DA, MACOM
		(3) Service counters, etc.	Nr. windows, etc., per function and population served.	Inspectors	DA, MACOM
4. Ensure operating APOs receive postal operating supplies in sufficient quantities and on time.	a. Filling of overseas requisitions.	(1) Number of requisitions to be filled.	(Same)	MACOM	DA
		(2) Periods covered by each requisition.	(Same)	DO	DA
		(3) Time to fill requisitions.	(Same)	DO	DA
		(4) Number of out-of-stockages.	(Same by item)	DO	DA
		(5) Time to replace stock.	(Same)	DO	DA
5. Maintain the integrity of the mails in accordance with public law and military regulation.	a. Mailing of parcels.	Acceptance of parcels by APOs without the sender's signature affixed.	Errors by APO.	AMT, MMT	DA, MACOM
	b. Indicia.	(1) Unauthorized commercial use of APOs.	Errors by APO.	AMT, MMT	DA, MACOM

STANDARDS	FUNCTIONS	ELEMENTS	INDICATORS	REPORTED BY	TO
		(2) Misuse of APOs and indicia by activities authorized their use.	Errors by APO	AMT, MMT	DA, MACOM
	c. Proper handling of accountable	(1) Acceptance by APO.	Properly prepared & complaints and claims.	Inspectors	MACOM, DA
		(2) Dispatch.	Records maintained, complaints and claims.	Inspectors	MACOM, DA
		(3) Transit.	Records maintained, complaints and claims.	Inspectors	MACOM, DA
		(4) Delivery.	Records maintained complaints and claims.	Inspectors	MACOM, DA
	d. Mail opened for examination	(1) Volume of 1st class mail sent to Customs.	Number.	APO	MACOM, DA
		(2) Volume of other mail opened at APO.	Number.	APO	MACOM, DA
6. Ensure that the APS is economically operated.	a. Personnel.	(1) Civilian and military personnel costs.	Standard costs for each operating and staff element.	MACOM	DA
		(2) Scheduling of manpower surveys.	Frequency.	MACOM	DA
		(3) MOS qualifications.	Percentage qualified in DMOS.	MACOM	DA
		(4) Implementation of new series TOE.	Number to be implemented -- number of units affected.	MACOM	DA

STANDARDS	FUNCTIONS	ELEMENTS	INDICATORS	REPORTED BY	TO
		(5) Use of special duty and TDY to provide augmentations.	Number by unit indicating MOS and grade.	MACOM	DA
		(6) Requisitioning of personnel and fill of requisitions.	Number of MOSC.	DA	TAG
		(7) School input, programmed and actual.	Number of each category.	DA	TAG
		(8) Disposition of school graduates.	Number to each command.	DA	TAG
		(9) Adequacy of staffing.	Populations served by staffing.	MACOM	DA
	b. Repair and maintenance.	Cost.	Costs in dollars.	MACOM	DA
	c. TDY.	(1) Costs.	Dollar costs.	MACOM	DA
		(2) Purpose.	Functions performed.	MACOM	DA
	d. Audits by DOD, AAA, GAO, and postal inspectors.	Reports.	Document prepared by reporting agency.	MACOM	DA
	e. Downgrading of military mail.	(1) Activities contacted.	Pieces downgraded.	MMT	DA
		(2) Downgrading performed.	Dollar costs. Cost of downgrading, including personnel salaries.		

STANDARDS	FUNCTIONS	ELEMENTS	INDICATORS	REPORTED BY	TO
7. Provide adequate management at installation level.	Installation supervision.	(1) Installation postal officer at each installation.	Rank Training Full or part-time Military or civilian Postal experience Additional duties Office space Office location Access to commanders	Inspectors	DA, MACOM
		(2) Unit mail personnel at each installation	Rank Training Experience MOSC	Inspectors	DA, MACOM
		(3) Mailrooms.	Inspection reports	Inspectors	DA
		(4) Command adherence to budget.	Variances	MACOM	DA
		(5) Command emphasis at the installation.	Above	Inspectors	MACOM
		(6) Cooperation by staff at the installation.	Above	Inspectors	MACOM
8. Assist in maintaining STRAF USAR and Active Army units at appropriate readiness levels.	a. Readiness	MOS qualifications Equipment	IAW AR 220-1	MACOM	DA
		State of training	IAW AR 220-1	MACOM	DA
	b. Pre-packaged supplies.	Requirements Shortages Sufficiency for contingency plans.	Requirements determined by operational plans.	MACOM	DA

STANDARDS	FUNCTIONS	ELEMENTS	INDICATORS	REPORTED BY	TO
	c. Training	(1) Adequacy of AIT, BUT, AUT.	ATP cover material required by missions and A Subject Sch teach duties to be performed.	DA	TAG
	d. Adequacy of troop lists for contingency plans.	(1) Postal units by type for missions to be performed.	DA evaluation	DA	TAG
		(2) Provisions for MMT, if required.	DA evaluation	DA	TAG
		(3) Capacity of existing MMT to support.	DA evaluation	DA	TAG
		(4) USPS prepared to react.	DA evaluation	DA	TAG

ANNEX C: CURRENT ORGANIZATION

This annex documents the organization, functions, manpower authorizations, information sources and decision making, populations served by the APO system, and data available concerning postal facilities of the APO system. Mail transportation diagrams and schedules were obtained for each overseas command but are not included here. All information is as of 31 August 1974.

APPENDICES:

Appendix 1. Organization

Appendix 2. Functions

Appendix 3. Manpower

Appendix 4. Information Sources and Decision Making

Appendix 5. Mail Routing

Appendix 6. Populations Served

Appendix 7. Facilities

APPENDIX 1 - ORGANIZATION

1. General. The world-wide organization of the Army Postal Service is depicted on the attached charts (inclosure 1, world-wide less details of Europe; inclosure 2, Europe). The Army Postal Service itself is not an organization, but an aggregation of disparate organizational relationships developed within each command to meet its perceived postal operating requirements. These will be discussed below under the headings of Headquarters, Department of the Army; USA; Europe; Japan; Korea; and Other.

2. Headquarters, Department of the Army. The Postal Services Directorate (PSD), TAGCEN, Headquarters, Department of the Army, exercises world-wide staff supervision over all aspects of postal management, including indicia budgeting, unit stationing, transportation, financial services, opening and closing of APOs, investigations of offenses against the mail, post office construction, APO and mailroom procedures, etc. PSD also operates military mail terminals at New York City and San Francisco. These terminals serve as liaison activities between supporting USPS activities (the NY and San Francisco General Post Offices and their superior regions) and the overseas commands. They also perform operational activities (e.g., annual APO inspections) as directed. In performing the liaison function, they act on mail routing matters, coordinate surface and air transportation, expedite the repair and replacement of USPS supplied postal operating equipment, supply facing slips and slide labels, etc.

3. USA. The United States Postal Service (USPS) provides postal service to the armed services in the United States and its possessions. The Army provides some financial services at a few installations, but there is no complete post office operation operated in the USA with the exception of a small APO at Fort Greely, Alaska. Those major commands having subordinate installations excercise staff supervision over the postal activities (e.g., mail management and mailroom operations) of those installations. This supervision is based on postal policy and guidance provided by HQDA, for implementation. Headquarters, TRADOC and FORSCOM representatives supervise the implementation by annual postal visits, correspondence, reports, and other contact (e.g., telephonic) with their installations. In addition, the Adjutant General of FORSCOM is responsible for the readiness of all USAR postal units (FORSCOM is responsible for the command and management of USAR units).

4. Europe. On 1 January 1974, the Postal Group, TASCOM, was transferred to Headquarters, USAREUR, where it is located in the office of the Adjutant General. This group commands and exercises operational control over all US Army postal units in USAREUR, except the organic division postal sections and the postal units at Berlin, Sinope, Burtonwood, and Vicenza, over which the group exercises technical supervision.

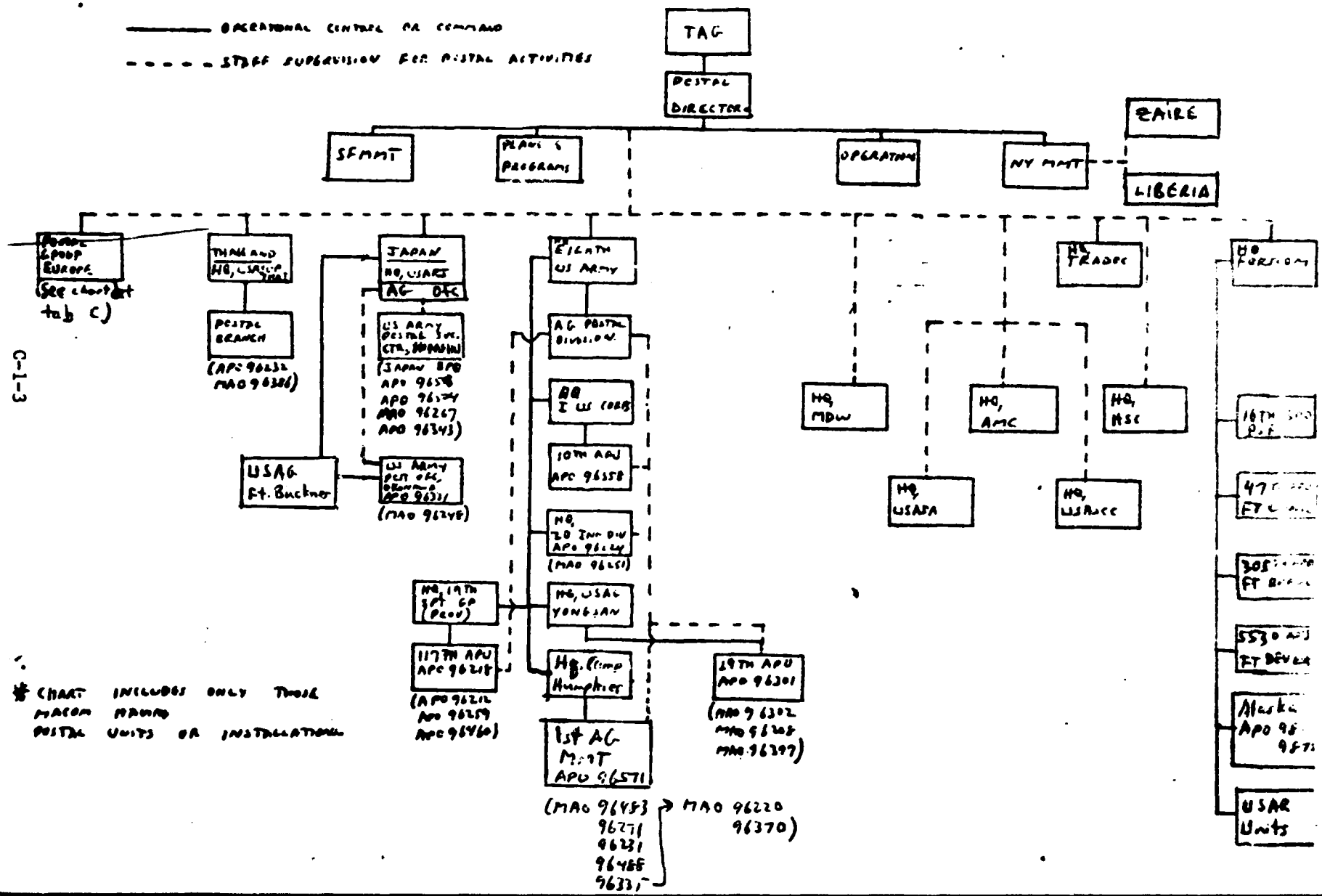
5. Pacific. The US Army, Pacific, exercises command over Eighth Army, USARJ, and US Army Support, Thailand, all of which have Army APO. By 31 December 1974, transfer of command over these elements will be transferred to HQDA. On 25 June 1974, USARPAC (by message GPAG-AP 251107Z June 74) delegated to the commanders of Eighth Army and USARJ the authority normally inherent in a major command to communicate directly with HQDA, and the San Francisco General Post Office. This action effectively turned over to HQDA, supervision of the Army's postal activities in Eighth Army and USARJ.

6. Japan. The US Army Japan has organized its postal activities into two TDA organizations: the US Army Postal Service Center, Honshu (USAPSCH), and the US Army Post Office, Okinawa (USAPOO). The USAPSCH is a subordinate command of USARJ and the USAPOO is an element of the office of the Adjutant General, USAG, Okinawa. The Adjutant General, USARJ, exercises staff supervision over all Army postal activities of his command.

7. Korea. The organizational situation in Korea is in flux. On 1 July 1973, Headquarters, Eighth US Army (EUSA) issued instructions placing all postal operating units, except that of the Second Infantry Division, under the operational control of Staff Postal Officer, EUSA. The Commanding General, I US Corps, contested this action with the result that the 10th APU's status (Camp Red Cloud) remained unclear. On 1 July 1974, HQ, EUSA, issued instructions placing the postal operating units under the operational control of the local commanders. This latter directive is not effectively in force and, as of 14 August 1974, the matter was still under consideration at HQ, EUSA. The situation was sufficiently confusing to the commander of the 10th APU that he could not tell the project manager who his rating and indorsing officers were (they are the Corps AG and the Commander, Special Troops, respectively, which places two different headquarters in the rating chain). Further, this arrangement results in the Commander, Camp Humphries, having operational control over the First AG Military Mail Terminal, which provides both local APO service and a country-wide mail movement mission from Kimpo International Airport. The latter function is more properly a mission of the Adjutant General, EUSA. Otherwise, the Staff Postal Officer, EUSA, exercises staff supervision over all Army postal activities in Korea.

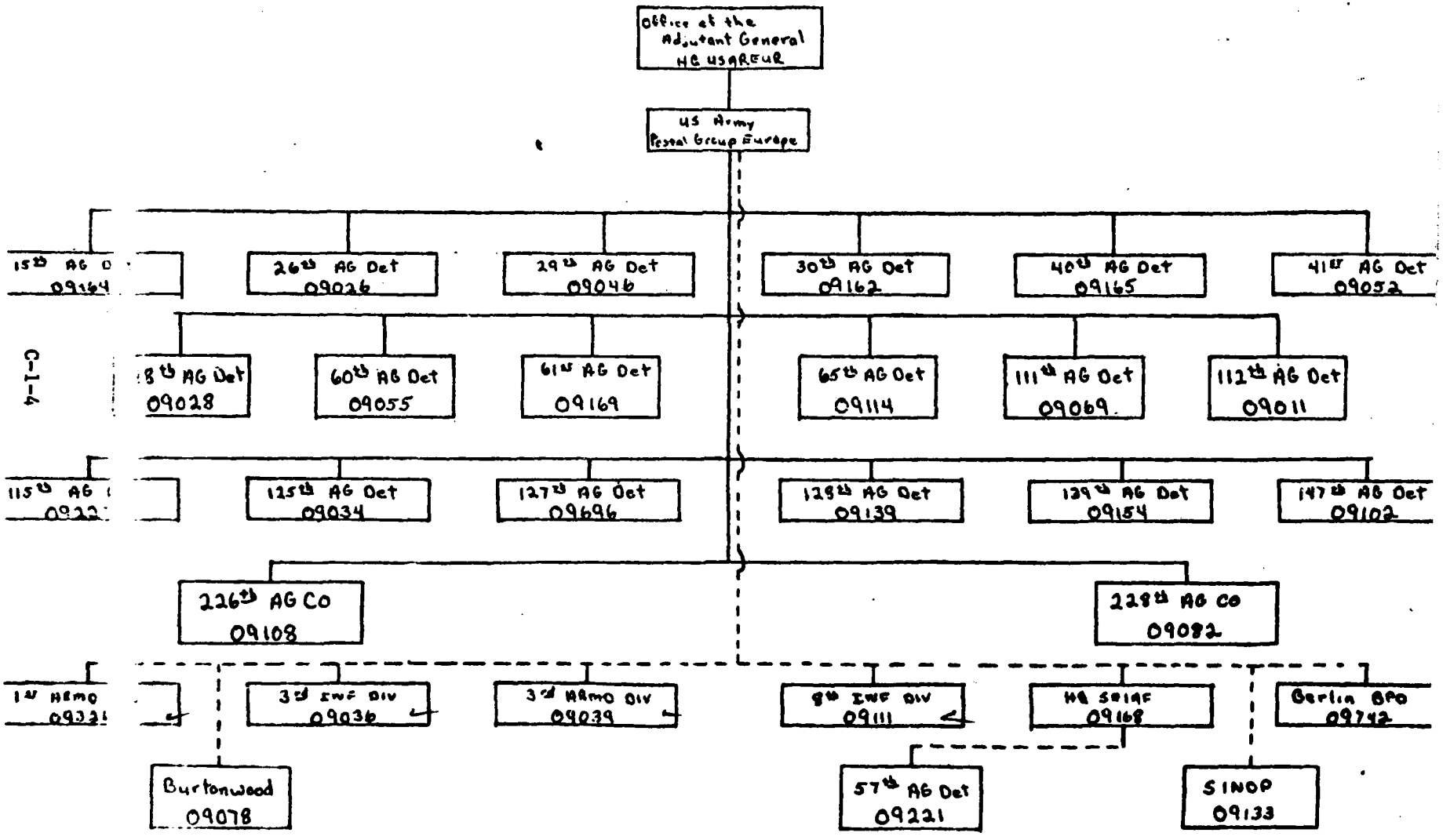
8. Other. The Army postal activities in Thailand are operated by the office of the Adjutant General, US Army Support, Thailand. There are two other APOs, one each in Monrovia, Liberia, and Kinshasa, Zaire, which are under the operational control of PSD, TAGCEN.

DA AND MACOM HEADQUARTERS ORGANIZATION FOR POSTAL (SELECTED*)



* CHART INCLUDES ONLY THOSE MACOM MANNED POSTAL UNITS OR INSTALLATIONS

USAREUR ORGANIZATION



APPENDIX 2 - FUNCTIONS

1. General. Definition of functions performed was based on organizations and functions manuals, standing operating procedures, and interviews. Smaller postal operations, such as the USA Post Office, Okinawa, and USA Postal Service Center, Honshu, relied on SOPs because they performed primarily operating functions, with the staff function being on additional duty. The Postal Group, Europe, did not have an organization and functions manual but intended to develop desk SOPs. The staff postal officer, HQ, EUSA, had a section in the Adjutant General's portion of the organization and functions manual and all operating units had highly developed SOPs. Headquarters, TRADOC and FORSCOM both had postal sections in their organization and functions manuals. The staff postal functions of the other commands are additional duties. Inclosure 1 indicates those functions performed by those commands having postal operating missions. See para. 5, Part A, for an explanation of USARPAC's role.

2. Postal Services Directorate, TAGCEN. This directorate exercises staff supervision over and coordination of all postal activities and functions of the Army Postal Service. This is accomplished through three divisions: Operations, Plans and Programs, and Transportation. The TAGCEN Operation and Functions Manual, 31 January 1974, indicates that the Army Courier is subordinate to the PSD; but, in fact, the PSD exercises no control over and very little coordination with the Army Courier Service.

a. The Operations Division is responsible for policies, procedures, and directives for postal financial operations, general postal operations, equipment and supplies, directory service, claims and inquiries, audits and inspections, service by the USPS, customs matters, postal violations and incidents, and unit mail service.

b. The Plans and Programs Division is responsible for all budgetary reports, mail management, mobilization and contingency plans, coordinating proposed legislation pertaining to the Army Postal Service, postal aspects of field maneuvers, postal personnel policy and training, use of APO facilities, annual training of mobilization designees, military provisions of postal services on CONUS installations, coordinating on proposed USPS post office construction, and public information material.

c. The Transportation Division is responsible for developing policies for and coordinating the movement of APO mail on a world-wide basis to include the Christmas mail program; space requirements by segment (e.g., NYC to Frankfurt, Frankfurt to Berlin, Berlin to Hamburg would be three segments) for mail moved by the Military Airlift and Sealift Commands and commercial air carriers; liaison with the USAF, USN, and DOD on mail transportation matters; maintaining and analysis of the

appropriate statistics on volumes and costs of APO mail transportation, preparing the monthly dollar obligation for mail moved, obligations for mail moved by commercial carriers and MAC; and developing policy for and coordinating the processing, distribution, make-up, labeling, and routing of mail.

d. The New York and San Francisco Military Mail Terminals serve as liaison between the overseas USA and USAF commands and the supporting general post offices for the movement of mail, repair and replacement of USPS-supplied equipment; supply of stamps, money order forms, labels, facing slips and expendable postal supplies; and other matters as required. They also perform liaison on behalf of the overseas commanders and the Departments of the Army and Air Force with postmasters, regional USPS officials, the Military Traffic Management and Terminal Service, Military Ocean Terminals, Military Sealift and Airlift Commands, Public Health Service, Bureau of Customs, and commercial carriers; plan and provide active duty training for USAR postal units as required; provide unit directory service for incorrectly addressed APO mail; publish and distribute the Military Post Office Location List, Mail Distribution Scheme, and Area Mail Distribution Instructions and Labeling Catalogue; and assist government mailers in expediting the dispatch of supply items at least cost.

3. Conclusion. All commands perform basically the same functions as required by the types of postal services they actually provide. The methods used are generally similar and are based on Army regulations, local SOPs, and the strong operating tradition which has developed within the Army Postal Service. It should be noted that the Army postal regulations prescribe in detail the functions to be performed (e.g., inspections, appointment of clerks, etc.), thus reducing considerably the scope for major differences among commands. The key operating elements in the management of mail movement are the military mail terminals.

FUNCTIONS CHART

	USAREUR	EUSA	USARJ	ALCOM	FORSCOM	TRADOC
Staff supervision	X	X	X	X	X	X
Liaison w/USPS				X	X	X
Issues Supplements to ARs	X	X	X	X	X	X
Monitors reports of incidents and reviews invest	X	X	X	X	X	X
Recommends policy changes to DA	X	X	X	X	X	X
Monitors mail mgmt	X	X	X	X	X	X
Monitors PO construction program					X	X
Ensures personnel and equipment readiness					X	
Technical inspections	X	X	X	X	X	X
Triannual, etc, inspections	X	X	X	X		
Locator service	X	X	X	X		
Unit mail room insp.	X	X	X	X	X	X
Establishes mail handling procedures	X	X	X	X		
Mail movement	X	X	X			

APPENDIX 3 - MANPOWER

1. General. The table at inclosure 1 provides the authorized manpower data for staff postal activities throughout the world, inclosure 2 provides the data for postal operating units subordinate (operationally and technical supervision only) to the US Army Postal Group, Europe, and inclosure 3 provides the data for all other postal operating units. There are 1,560 persons authorized for Army postal activities (114 officers, 1,340 enlisted, 106 civilians) as primary duty and 60 part-time (29 officers, eight enlisted, and 23 civilians).

2. DOD Comptroller (Audit) report. This report, which was to have been completed by the end of June has not yet been received due to major disagreements between the DOD study group and the Postal Group, Europe, over the number of Army personnel devoted to overlead functions (i.e., the stationing of several postal units in relatively close proximity and performing their individual headquarters functions when it is felt that one district headquarters could perform the postal mission with fewer personnel), the retention of the mail train, overlapping areas of geographic responsibility for the three services, and a proposal to combine the USAR air mail terminal at Frankfurt International Airport and the Army facility which receives all incoming airmail for dispatch to Army APOs.

Manpower Data for Staff Postal Activities (Excluding MMTs and other operating units)

	Authorized			Operating			Number of Installations	Installation Personnel: Full time Auth.			Full time Opr.			Part time			Grand Totals	
	OFF	EP	CIV	OFF	EP	CIV		OFF	EP	CIV	OFF	EP	CIV	OFF	EP	CIV	AUTH	OPR
HQDA	4	3	15	4	3	15												
HQ, Postal Group, Europe	7	14	7	7	14	5												
USA Spt. Cmd. Hawaii	0	0	0	2(1)	0	0												
Sixpler AMC	0	1	0	0	1	0												
USASETHAI	1	0	0	1	0	0												
USARJ	0	0	0	1(1)	0	0												
Okinawa	0	0	0	1(1)	0	0												
Korea	1	2	0	1	2	0												
ALCOM	0	0	0	1	1	0												
USARSO	0	1	0	1(1)	1	1(1)	3									3		
TRADOC	1	2	0	1	2	0	18	7	19	6	12	16	5	4	7	1		
FORSCOM	2	1	1	2	0	1	17	8	9	4	8	9	4	13	1	5		
ARADCOM	0	0	1	0	0	1												
MDW	0	0	0	2(2)	0	1(1)	3(3)											
HSC	0	0	0	1(1)	0	0	4											
AMC	0	0	0	0	0	1(1)	10							5		10		
SCC	0	0	0	0	0	1(1)												
Totals																		
Full time	16	24	24	18	24	22		15	38	10	20	25	9				127	118
Part time				7		4								22	8	19		60
Total	16	24	24	25	24	26											127	178

Notes:
(1) Part-time only
(2) Part-time for one person
(3) Centralized into one installation for managerial purposes

Postal Personnel in Operational Units in Europe and the Middle East

EUROPE	Detachment (Unless Co. Indi)	Location	Authorized Officers	Enlisted	Civilian
	15th AG Detachment (Postal)	Karlesruhe	1	16	1
	20th	Wildfecken	1	16	1
	29th	Boeblingen	1	17	1
	30th	Aschaffenburg	1	13	0
	40th	Hanau	2	41	1
	41st	Pirmasens	2	36	1
	48th	Manheim	2	33	1
	61st	Giessen	2	24	1
	65th	Grafenwohr	1	13	
	111th	Bremerhaven	2	22	
	115th	Kaiserslautern	4	68	1
	125th	Baumholder	2	33	
	127th	Nurnberg	4	61	1
	128th	Bamberg	1	29	1
	139th AG Company (Postal)	Stuttgart	4	80	1
	147th AG Detachment (Postal)	Heidelberg	3	61	1
	226th AG Company (Postal)	Munich	5	82	1
	228th AG Company (Postal)	Offenbach	4	175	1
	60th	SHAPE	1	19	
	112th	Brumssum	2	22	
	Totals		45	861	14
(1)	3d Armored Division	Frankfurt am Main	2	26	
(1)	8th Infantry Division	Bad Kreuznach	2	26	
(1)	1st Armored Division	Ansbach	2	26	
(1)	3d Infantry Division	Wurzbug	2	26	
(1)	Berlin	Berlin	1	9	
(1)	Sinope	Turkey		6	
(1)	Burtonwood Depot	UK		2	
(1)	57th	Vicenza, Italy	2	21	
	Totals		11	142	14
	Total EUROPE		56	1003	14

Note:
(1) Technical supervision only

Postal Personnel in Operational Units Outside of Europe

Units		Location	Authorized		
			Officers	Enlisted	Civilian
JAPAN	USA Postal Service Center	Yokahama, Honshu	4	43	19
	USA Post Office, Okinawa	Okinawa	3	37	17
THAILAND	Postal Branch, USASUPTHAI	Thailand	1	15	2
	Total		8	95	38
KOREA	10th Army Postal Unit	Uijongbu	1	9	
	Postal Section, 2d Inf Div	Tongduchon	2	28	
	1st AG Military Mail Terminal	Kimpo	4	86	
	19th Army Postal Unit	Seoul	2	40	
	117th Army Postal Unit		1	15	
	Total Korea		10	178	
ALASKA	USAG, Fort Greely	Alaska	0	3	0
LIBERIA	USA Mission			1	
ZAIRE	USA Mission			1	
USA	NY MMT		2	0	14
	SF MMT		5	0	8
	Total, US Army		25	275	60

APPENDIX 4 - INFORMATION SOURCES AND DECISION MAKING

1. General. The major commands use basically the same sources of information. These are unit mail room inspections, triannual inspections, correspondence and oral communications from higher and lower headquarters, and reports of offenses against the mail. Sources of information in the Postal Services Directorate, TAGCEN will be the last paragraph of this part. Since that Directorate is undergoing a major revision of its operating procedures, a discussion of decision-making is not germane.

2. USAREUR.

a. There is no systemic means of ensuring that problems are identified.

b. The Postal Group does not have a review and analysis program. ADP support is used for directory rosters, MOS mismatch rosters to detect malassignment of enlisted soldiers, to identify units with increases in any category of claims (roster provided by the USPS, offending units receive letters and follow-up inspections), and they are experimenting with an EES claim roster to determine trends in losses and damages.

c. Their one management indicator is derived from mail transit surveys and action is taken to identify and correct show movement. The Group also uses a rule-of-thumb (they consider it a management indicator) of one postal clerk to 500 people served for manpower adjustments.

d. Also used are reports of tri-annual inspections, correspondence from HQDA, monthly reports of money orders and stamps sold, APO requests for assistance, reports of recurring unsatisfactory mailroom reports, IG reports, and complaints.

e. Policy making in postal is performed only at the group headquarters, and when deemed necessary (e.g., transportation), coordinated with the appropriate HQ, USAREUR, staff agency. Purely postal policy decisions are made within the group headquarters, approved by the commander, and presented orally to the AG, USAREUR.

3. Eighth US Army.

a. The Staff Postal Officer prepares a portion of the headquarters quarterly review and analysis covering postal incidents and unsatisfactory quarterly inspections.

b. EUSA performs triannual inspections. Unsatisfactory reports result in reinspections within thirty days and assistance visits are made before the reinspection. The EUSA Adjutant General signs all unsatisfactory reports and all other inspection reports go to him for information.

c. HQ, EUSA, also uses reports of unsatisfactory mailroom inspections and a postal claims report from the USPS to detect problem areas. The Adjutant General is informed of problems detected and measures taken to correct them. In regard to unsatisfactory mailroom reports, the requirement to correct deficiencies contained in a second unsatisfactory mailroom report is signed by the Adjutant General. If there were a third unsatisfactory report, the EUSA Chief of Staff would sign the forwarding correspondence.

d. The Staff Postal Officer does make check-letter studies of mail transit times, but no action seems to result from these. When Headquarters, USARPAC was in charge of postal operations, copies of these reports were sent to that headquarters.

e. Postal policy questions are limited to the foregoing and Status of Forces Agreement questions. Postal policy is usually approved by the EUSA/USKF/UNC Chief of Staff except for items strictly within Army purview which the Adjutant General approves. However, there is sufficient cross-servicing, especially between the Air Force and the Army, that most postal policy matters must be forwarded to the Chief of Staff. The Adjutant General is responsible for joint postal policy.

f. There is no system of management indicators and ADP support is limited to an alpha roster which is used for directory service.

4. USARJ (Honshu and Okinawa).

a. There is no system of management indicators and there is no participation in a review and analysis program.

b. Okinawa has no APOs to inspect but does inspect about thirty mailrooms on a quarterly basis. A second failure results in a formal report to the staff postal officer who requires correction by the offending unit. Assistance visits are made when serious problems are developed. Transit times are measured by test cards and the results published for use by patrons. No other action is taken. There is no local ADP support.

c. On Honshu, quarterly intransit times are used to determine problem areas. Reports of errors in make-up and disposition of mail are used to determine which APOs need correction or assistance. The only ADP support available is the SIDPERS generated directory service roster.

d. The postal operations in both Okinawa and Honshu are rapidly shrinking along with the troop populations served. Therefore, postal operations are relatively small in scale, not requiring extensive operational and policy decisions.

5. THAILAND (not visited).

a. US Army Support, Thailand, uses a monthly postal claims and inquiries report, monthly report of customs violations in mail, and an ADP-generated alpha roster for locator service.

b. The Postal Branch, Personnel and Administrative Activity, operates one APO and one MAO and conducts quarterly unit mailroom inspections. The Director of Postal Operations conducts the triannual audits and inspections.

6. Other.

a. The other commands are responsible for mail management and mailroom operations, except USARAL, which operates one small APO at Fort Greely. They conduct formal postal inspections of and provide staff assistance to installation, division, and other units. These inspections cover postal files and records, training, readiness, mail management, and unit mailroom operations.

b. The results of the foregoing inspections are reviewed by the Director of Postal Operations and the Adjutant General. Follow-up action is then taken.

7. Postal Services Directorate, TAGCEN.

The Directorate uses the following reports:

a. TAGO Report 32. This is a yearly manpower and workload report used to provide similar data to the TAGO Comptroller.

b. Triplicate copies of reports of annual and triannual audits of COPE (Custodian of Postal Effects) accounts (DA Form 3741). Original and duplicate are sent to the accountable postmaster. Discrepancies noted are made the subject of correspondence by PSD to the major command concerned.

c. One copy of each order Appointment Affidavit (PS Form 62) designating an Army postal clerk.

d. Quarterly reprint of transactions (stamp and money order sales, money orders cashed, and insured and registered mail).

e. Reports supporting and outputs of the Military Automated Mail System (MAMAS), which are attached at tabs A through Q to this part. MAMAS is currently being reprogrammed for the UNIVAC 1108 by Computer Systems Command. When it was originally programmed for the IBM 1401 by a trainee programmer, no documentation was retained. These original

programs were incomplete, with the result that the Transportation Division has had to perform additional manipulations. This system has been in the developmental stage for approximately two years; as a result there is some disenchantment with it on the part of the users and computer services personnel. Thus, problem errors and erroneous output are being worked on by the personnel of the Transportation Division and Computer Services Offices of the TAGO Comptroller.

PART I

Military Automated Mail Accounting

System (MAMAS)

1. The Military Automated Mail Accounting System (MAMAS) was initiated in Fall, 1971 and was to fully automate and improve the then existing manual system of compiling data pertaining to the transportation of APO mail.

2. MAMAS Objectives:

a. To create an automated data base to improve management of the APO mail transportation system.

b. To produce more accurate, consistent and comprehensive projections of APO mail volume and cost of transportation.

c. To provide timely and accurate reports of projected mail volumes to Military Airlift Command (MAC), Military Sealift Command (MSC), and the Comptroller, Office of The Adjutant General.

d. To reduce clerical support required in the manual system.

3. System Description:

a. MAMAS is intended to serve both the Army and Air Force Postal Services. Both provide input data for the system with Army coding for the Pacific area and Air Force coding for the Atlantic. All input data comes through Transportation Division (DAAG-MAT), Postal Services Directorate, and is processed by The Adjutant General Management Information Systems Office (MISO).

b. The MAMAS system is to consist of four phases: Data collection and editing, an actual mail volume update, a projected volume update, and a report generation phase.

c. DD Form 878, Military Mail Dispatched, is the basic input document for all mail channels and volume of mail by type and carrier (See TAB A). During the data collection and editing phase, DD Form 878 information for

the past month is keypunched into cards, the cards edited by machine to insure the validity of that data, and cards not meeting editing criteria, i.e., improper coding of segments, rate in excess of the limit, etc., are rejected, corrected and recycled until all errors are resolved.

d. The actual volume update phase uses a master file/data base of all channels, types of mail, and all existing carrier combinations. The file is updated monthly.

e. The projected volume update phase uses the same master file/data base as the actual volume update. The monthly actual volumes input is used as the basis for updating projected volumes.

f. Postal Services Directorate is required to develop monthly and annual projections of volumes of APO mail for transportation on MAC and MSC. These requirements are channeled through AMC and DCSLOG. The Directorate also develops the budget for mail transported by MAC and that APO mail dispatched via commercial air carrier, advises DAAG-COB of the amount of funds to be obligated, and maintains records of tonnage and cost of APO mail dispatched. This data and reports to be used as management and control tools are to be produced in the last phase. A discussion of each MAMAS output report and its uses within Transportation Division, Postal Services Directorate, is found at TABS B through K.

4. Problem Areas:

a. Although MAMAS is approximately three years old, it is still in the developmental stage and not fully operational. The system has been slowed by those problems inherent in the development of any system. Corrections inserted into the system are not reflected in all output reports

and the report generation phase has not been perfected. These problems have been compounded by monies, reorganization, and the several changes of equipment available to TAGO for this program.

b. Prior to 31 December 1973, DAAG-MAT maintained two data collection systems, MAMAS and a manual system. At that time, the two were becoming compatible and the manual system was discontinued. As of this date, because of delays, DAAG-MAT has reverted to a partially manual system.

c. The estimated APO mail volume reports required by MAC and MSC and the budget reports required by the Comptroller, Office of The Adjutant General, are being prepared manually by Postal Services Directorate.

5. Discussion:

a. The initial step to correcting problem areas in the MAMAS system is obtaining timely output reports from TAGO Management Information Systems Office. DF, DAAG-MAT, dated 28 May 1974, Subject: Military Automated Mail Accounting System (MAMAS), requested Comptroller, Office of The Adjutant General, assistance toward that end. Additionally, MISO recently moved to the Forrestal Building and personnel responsible for MAMAS reports are coordinating more closely with DAAG-MAT. MISO has established target dates for correction of deficiencies in the following MAMAS outputs:

Report	Date
Transportation Volume and Cost by Segment	7-18 Oct 74
Transportation Volume and Cost Comparison	21 Oct-8 Nov 74
Quarterly Transportation Volume and Cost	11-22 Nov 74
Transportation Volume and Cost on Foreign Air Carriers	25 Nov-13 Dec 74
MAMAS Budget	20-30 Dec 74

b. DAAG-MAT is currently looking at the possibility of using USPS computer tape to feed input data into MAMAS. The Comptroller, Office of The Adjutant General, has been requested to study the tape to determine if it contains adequate information for use in lieu of the present manual coding system. Were the tape to be used, the resultant elimination of most manual reporting and coding currently required would represent a major refinement in the MAMAS system.

DD Form 878

1. DD Form 878 is a monthly report, by category, route, and mode of transportation, of APO mail dispatched (mail to and from CONUS and between the overseas APO's), and is confined to those modes of transportation for which Headquarters, DA is financially and logistically responsible, i.e., not included are reports of mail transported by command aircraft, command operated truck, etc. It is received from the three CONUS military mail terminals and all overseas activities that dispatch mail and is the only source document within Department of Defense for amount of APO mail transported.

2. Upon receipt by DAAG-MAT, the DD Forms 878 are reviewed for accuracy and/or deviation from normal method of transportation by Mrs. T.C. Warren, Statistical Clerk. The report is used on occasion by Miss M. A. Nicholas, Transportation Specialist (Mail), and Mr. R. D. Harbert, Chief, DAAG-MAT for mail monitoring and transportation planning. Mrs. T. C. Warren, Statistical Clerk, transfers DD Form 878 information to the Master File Transaction List (Coding Sheet) for input into the MAMAS system. SGT D. K. Dietz, Postal Admin. Clerk, is currently posting this information to the manual system.

3. Distribution: APO Files

Director, Postal Operations for the command

DAAG-MAT

TAB A

Master File Transaction List (Coding Sheet)

1. The Master File Transaction List is a monthly printout reflecting segment (listed in the same sequence as in the Master ID File List), type of mail, mode of transportation, and date. It is used for coding a month's business. Mrs. T. C. Warren, Statistical Clerk, and SGT D. K. Dietz, Postal Admin. Clerk, DAAG-MAT, are responsible for this action.

2. Distribution: DAAG-MAT

USAFPCS-BU.

TAB B

MAMAS Edit Error Listing

1. The MAMAS Edit Error Listing is a monthly printout listing input data which does not meet established criteria previously fed into the computer and which is, therefore, incorrect. It is sent to DAAG-MAT along with appropriate IBM cards so that new cards may be made up for insertion into the system. Mrs. T. C. Warren, Statistical Clerk, and SGT D. K. Dietz, Postal Admin. Clerk, are responsible for completing corrective action.

2. Distribution: DAAG-MAT

USAFPCS-BU

TAB C

Transaction and Update Error Report

1. The Transaction and Update Error Report is a monthly printout sent to DAAG-MAT listing additions and deletions as well as discrepancies between new input and data already in the system. When discrepancies occur, the appropriate cards are corrected, inserted into the deck, and returned to MISO for completion of the cycle. Mrs. T. C. Warren, Statistical Clerk, and SGT D. K. Dietz, Postal Admin. Clerk, are responsible for completing corrective action.

2. Distribution: DAAG-MAT

USAFPCS-BU

TAB D

Significant Change Report

1. The Significant Change Report is issued monthly from February thru October; it is not published for the months November thru January since mail volumes vacillate too much from normal during the period of peak Christmas mail traffic for the report to be meaningful. Changes of a predetermined percentage in volume of mail dispatched are identified by the computer and appear on this listing which reflects area, channel, type of mail, type of carrier, pounds of mail dispatched during the previous month, pounds of mail dispatched during the current month, and amount of deviation between the two months. The report is a management tool used to monitor the existing system of mail transportation and to change program data in the system (not functioning yet as program feature of system has not been refined). A significant change in volume of mail dispatched may be indicative of strike situations, unusual increases or decreases in the various categories of mail, errors in input data, deviations from normal routing, improper shipment, etc.

2. The Significant Change Report is used by DAAG-MAT personnel as indicated below:

a. Mrs. T. C. Warren, Statistical Clerk, makes necessary mathematical corrections.

b. SFC G. E. Riep, Transportation NCOIC, and Miss M. A. Nicholas, Transportation Specialist (Mail), monitor the report for situations indicative of a disregard of regulations governing shipping, inefficient transportation of mail and/or a need for changes in mode of transportation. Inquiries and/or directives are sent out to the field to identify and

correct problem situations.

3. Distribution: DAAG-MAT

USAFPCS-BU

USAFPCS-TP

MAMAS Master ID File Listing

1. The MAMAS Master ID File Listing is a reference guide indicating segments over which Army and Air Force APO mail is being or has been dispatched during the last 14 months; mileage per segment; type of mail dispatched; type of carrier; and ton/mile, ton, and pound rates. Quantities of mail dispatched are not included in this listing.

2. The Master ID File List is used by DAAG-MAT personnel as indicated below:

a. Mrs. T. C. Warren, Statistical Clerk (primary user), uses this report to verify that all existing segments are listed; to obtain miles and rates for new segments to be added; and in conjunction with DD Form 878 information, to determine specific cost per segment and to compute costs for proposed segments, combination of segments, combination of carriers for a single segment, etc. This information is used to examine the economy of existing segments and segments to be established.

b. Mr. R. D. Harbert, Chief, DAAG-MAT, uses the Master ID File Listing as a general reference guide for rates and cost comparisons when planning routings, proposing changes, etc.

3. Distribution: One copy each is provided DAAG-MAT, USAFPCS-BU, and USAFPCS-TP. Quarterly distribution is made to the field for use in determining the least expensive mode of mail transportation.

TAB F

Transportation Volume and Cost by Segment Report

1. The Transportation Volume and Cost by Segment Report is a monthly printout reflecting transportation of APO mail for one month by area, channel, type of mail, carrier, tons and cost. It is the only working printout in MAMAS indicating volume of APO mail dispatched and cost thereof. The Transportation Volume and Cost by Segment Report is an interim measure which will probably be discontinued when the Transportation Volume and Cost Comparison Report is perfected. At time of receipt by DAAG-MAT, SGT D. K. Dietz, Postal Admin. Clerk, and/or Mrs. T. C. Warren, Statistical Clerk, compare report information with that collected through the manual reporting system to insure MAMAS is picking up all input data.

2. Distribution: DAAG-MAT
USAFPCS-BU
USAFPCS-TP

TAB G

Transportation Volume and Cost of APO Mail on Foreign Carriers

1. The MAMAS Transportation Volume and Cost of APO Mail on Foreign Carriers Report is a monthly printout which reflects channel, type of mail, type of carrier, tons and cost of mail transported by foreign carrier. It is used to evaluate and limit, where possible, the usage of foreign carriers. This report is used more extensively by the Air Force than by DAAG-MAT personnel since they (the Air Force) are responsible for more inter-command mail transportation than the Army. Mr. R. D. Harbert, Chief, DAAG-MAT; Miss M. A. Nicholas, Transportation Specialist (Mail); and SFC G. E. Reip, Transportation NCO, coordinate with the Air Force in this effort.

2. Distribution: One copy each to DAAG-MAT and USAFPCS-TP.

TAB H

Transportation Volume and Cost Comparison (not completely developed)

1. The Transportation Volume and Cost Comparison Report is a monthly MAMAS printout indicating both budget estimate and actual experience data as follows: Origin, destination, type mail, type carrier, monthly tons transported, cumulative tons transported, and cost. It is the basic report of APO mail, tonnage and cost and is the source document for DAAG-MA reports rendered, as required, to DOD, USPS, Congress, etc. The report is also used in preparing budget information and evaluating mail transportation and cost. It is used by various DAAG-MAT personnel, depending on the requirement.

2. Distribution: 1 copy each to DAAG-MAT and USAFPCS-BU.

TAB I

Quarterly Transportation Volume and Cost Report

1. The Quarterly Transportation Volume and Cost Report shows the amount of mail dispatched and cost, by month, for each area (not by individual segment) by mode of transportation used. It is a summary type report used by DAAG-MAT personnel to prepare the Postal Services Directorate portion of the Quarterly Review and Analysis, in answering inquiries from Office of the Secretary of Defense and US Postal Service, and in reviewing projected requirements for the upcoming year.

2. Distribution: DAAG-MAT

USAFPCS-EU

USAFPCS-TP

TAB J

Master File (Dump)

1. The Master File printout is provided, upon request, to DAAG-MAT, USAFPCS-BU, and USAFPCS-TP. It provides two years experience in mail transportation, as well as a projection for the forthcoming year. It is literally a "dump" of everything on the master tape, i.e., segments, type mail, type carrier, miles and appropriate rate per segment, and pounds of mail dispatched per segment per month.

2. The Master File printout is used by Mrs. T. C. Warren, Statistical Clerk, DAAG-MAT to determine when a particular segment started or stopped or how long it has been in the system. Miss M. A. Nicholas, Transportation Specialist (Mail) uses it, when necessary, to check individual segment program figures.

TAB K

PART II

Non-automated Reports

Outbound Surface Mail Statistics Report

1. The Outbound Surface Mail Statistics Report is a monthly report compiled by the Army Military Mail Terminals in San Francisco and New York and lists each vessel (and each container transported thereon) on which APO mail is dispatched overseas. Information reported includes country of destination, name of vessel, container number, previous dispatch, ship's actual time of departure, ship's actual time of arrival, date received at APO, date unloading completed, total days, and average transit time (Sample copy attached at Inclosure 1).

2. SFC G. E. Riep, Transportation NCOIC, monitors the Outbound Surface Mail Statistics Report to insure that mail is transported in the most expeditious manner possible. If transit time is excessive, he looks for a more expeditious method of transportation or a method of decreasing transit time. This report is a management tool used in transportation planning and average transit times reported herein are published in AR 340-3, Official Mail.

3. Distribution: USAMMT File
USAFPCS
DAAG-MAT

1 Incl
as

TAB L

OUTBOUND SURF MAIL STATISTICS REPORT

TO:- GUAM, AGANA (country)

5 June 1974 (date)

APO 96334 CODE G1XG2X

MAY (Month reported)

Columns (3) thru (7) shown in JULIAN Dates

(1) NAME OF VESSEL	(2) CONTAINER NO	(3) PREVIOUS DISPATCH	(4) SHIPS ATD	(5) SHIPS ATA	(6) DAY RECD AT APO	(7) UNLOADING COMPLETED	(8) TOTAL DAYS
AMERICAN APOLLO	USLU4105099 1N	034	040	056	065	065	31
GUAM BEAR	PFEL220873	040	053	eta 7 Mar			
HAWAII BEAR	PFEL224846	053	072	086	094	094	41
HAWAII BEAR	PFEL2900 1N	053	072	086	094	094	41
GUAM BEAR	PFEL225807	072	089	104	105	106	34
GUAM BEAR	SCIU225014	072	089	104	105	106	34
GUAM BEAR	PFEL225230 2N	072	089	104	105	107	35
HAWAII BEAR	PFEL223949	089	114	eta 5 May			
HAWAII BEAR	PFEL226273	089	114	eta 5 May			
GUAM BEAR	PFEL3791	114	127	eta 21 May			
AMERICAN LANCER	USLU4214510 2N	127	135	eta 26 May			
GUAM BEAR	PFEL225570	135	149	eta 12 Jun			

AVERAGE TRANSIT TIME 36

CFMTC Form 20A
1 Jan 72

Monthly Report of APO/Navy Mail Dispatched by Foreign Rail

1. The Monthly Report of APO/Navy Mail Dispatched by Foreign Rail is compiled by all APO's dispatching mail on foreign rail and accounts for all mail tendered to a foreign government postal service for delivery, via land transportation, to a US military postal activity. Information reported includes point of origin, destination, date dispatched, number of pouches, and weight of the pouch in kilos (Sample copy attached at Inclosure 1).

2. The Monthly Report of APO/Navy Mail Dispatched by Foreign Rail satisfies a USPS requirement. DAAG-MAT receives an information copy which is used by Mr. R. D. Harbert, Division Chief, when evaluating mail routing and transportation. No action is required by DAAG-MAT.

3. Distribution: USPS Data Center (NY)
DAAG-MAT
Command Director of Postal Operations

1 Incl
as

TAB M

POST OFFICE DEPARTMENT

DATE: 3 July 1974

REPLY TO ATTN OF: Postal Officer
APO 09069

SUBJECT: Accounting of Coast Guard Mail Dispatched by German Rail P. O. CL.

TO: Post Office Department
Postal Data Center
International Accounts Branch
Main Post Office
New York, N. Y. 10009

The following is a summary of mail tendered to the German Postal Administration for movement by German Rail from Bremerhaven to Sylt and from Sylt to Bremerhaven during the month of June 1974:

From Sylt to Bremerhaven			From Bremerhaven to Sylt		
DATE	NO POUCHES	WEIGHT IN KILOS Letter Mail & Parcel Post	DATE	NO POUCHES	WEIGHT IN KILOS Letter Mail & Parcel Post
5	1	.91	1	1	4.54
6	1	2.91	4	1	7.26
10	1	2.72	5	6	74.00
13	1	2.27	6	1	21.50
15	1	4.54	10	4	33.00
19	1	.91	11	1	11.43
24	1	4.54	13	1	5.44
25	1	1.36	15	1	17.69
26	1	4.54	25	1	9.53
			28	1	.45

LOWELL H. ROBERTS JR
1LT, AGC
Postal Officer

DD Form 878-1, Military Mail Dispatched by Type

1. DD Form 878-1 is a bi-annual report prepared by all APO's dispatching military mail (Sample copy attached at Inclosure 1). It is a detailed account of the type of mail dispatched during one week in June and one week in October. The DD Form 878, Military Mail Dispatched, does not provide this detailed information.

2. There is no routine usage of this report. The data is collected for use in response to inquiries and for use in special situations where required, i.e., when routing of registered mail was restricted to cargo flights, DD Form 878-1 information was used to determine the amount of such mail. Mrs. T. C. Warren, Statistical Clerk, DAAG-MAT, alternates with a member of USAFPCS-TP in consolidating these reports.

3. Distribution: APO Files
Director of Postal Operations for the Command
DAAG-MAT

1 Incl
as

TAB N

MILITARY MAIL DISPATCHED BY TYPE	1974	1720
	FROM: (Include ZIP Code) USAFPCS/TP Alexandria, VA 22332	
Atlantic Inbound		14-20 Oct 73

	X	
1. SECTION A - AIRMAIL (Sum of 2, 3, & 6)	67688	
2. REGISTERED MAIL	10286	16%
3. LETTERS AND FLATS (Sum of 4 & 5)	23327	34%
4. OFFICIAL	4557	20%
5. PERSONAL	18770	80%
6. PARCELS (Sum of 7 & 8)	34075	50%
7. OFFICIAL	6373	19%
8. PERSONAL	27702	81%
9. SECTION B - MILITARY OFFICIAL MAIL (FREE) (Sum of 10, 11, & 12)	31777	
10. REGISTERED MAIL	11173	35%
11. LETTERS AND FLATS	6251	20%
12. PARCELS	14353	45%
13. SECTION C - SPACE AVAILABLE MAIL (PAID) (Sum of 14, 15, & 16)	435243	
14. LETTERS, POST AND POSTAL CARDS, AND SOUND RECORDINGS	8389	2%
15. PRINTS	1523	1%
16. PARCELS	425331	97%
17. SECTION D - SURFACE POINTS AND PARCELS (Sum of 18 & 19)	29803	
18. PRINTS	175	1%
19. PARCELS (Sum of 20 & 21)	29628	99%
20. OFFICIAL	29628	100%
21. PERSONAL	0	0

22. REMARKS

DA Form 4195, Irregularities in Make-up and Disposition of Mail

1. DA Form 4195 is prepared as required by postal activities receiving and dispatching mail to report errors in make-up, dispatch, and/or distribution. It is forwarded, as applicable, to the Commander, Military Mail Terminal or Director of Postal Operations of the Command. A sample copy is attached at Inclosure 1.

2. Continued irregularities in handling are referred to DAAG-MAT for action. SFC G. E. Riep, Transportation NCOIC, is responsible for monitoring the DA Form 4195 upon its arrival at DAAG-MAT. A copy of the report is sent to the dispatching agency for information and corrective action. No report of corrective action is required by DAAG-MAT.

3. Distribution: To Commander, Military Mail Terminal or, through channels to Director of Postal Operations of the Command.

DAAG-MAT

1 Incl
as

TAB O

IRREGULARITIES IN MAKEUP AND DISPOSITION OF MAIL

For use of this form, see AR 65-1; the proponent agency is TAGCEN.

TO: *(Include ZIP Code)*	FROM: *(Include ZIP Code)*

PLACE OF REPORT	TYPE OF DISPATCH	NO SLIDE LABELS ATTACHED
MAIL ORIGINATED AT	DATE OF DISPATCH	NO FACING SLIPS ATTACHED

CHECK APPLICABLE IRREGULARITIES

	LETTER TIES: ☐ Broken ☐ Loose ☐ Too Large		NO POSTMARK OF DISPATCHING APO ON FACING SLIPS
	CLASSES OF MAIL MIXED IN SAME TIES		SLIDE LABEL NO _____ BEING USED; SHOULD USE LABEL NO _____
	OFFICIAL NON-AIRMAIL POUCHED W/AIRMAIL		CUSTOM TAG IMPROPERLY COMPLETED
	IMPROPER INDORSEMENTS		INSUFFICIENT POSTAGE
	MAIL ROUTED INCORRECTLY		OFFICIAL AND PERSONAL PARCEL POST MIXED FROM APO _____ *(If Applicable)*
	STAMPS NOT CANCELLED		CLASSES OF MAIL MIXED WITH THIS DISPATCH: ☐ PAL ☐ AIR ☐ MOM ☐ LTR ☐ SUR ☐ SAM
	UNSERVICEABLE EQUIPMENT USED		WEIGHT ON SLIDE LABEL OR OP: ☐ None ☐ Incorrect
	REGISTRY JACKETS NOT BEING USED		DIRECTS NOT TIED OUT: ☐ City ☐ State ☐ APO Unit
	DIRECTS NOT USED FOR REGISTERED MAIL		PREPRINTED FACING SLIPS NOT USED FOR DIRECTS
	NO CUSTOMS TAG - PS TAG NO. 10 *(If required)*		SLIDE LABEL OFF LOAD POINT NOT THE SAME AS FLIGHT TAG. OFF LOAD POINT _____ FLIGHT TAG _____
	IMPROPERLY ACCEPTED INTERNATIONAL MAIL		SLIDE LABEL INCOMPLETE: ☐ No From Line ☐ No Contents Line ☐ No Dispatch Date ☐ No Clerks Initials
	IMPROPERLY FORWARDED DIRECTORY MAIL		
	ALTERING PREPRINTED SLIDE LABELS		APO _____ DISPATCHED WITHOUT: ☐ PS TAG 44 ☐ PS TAG 93 ☐ PS TAG 144 ☐ Lead Seals ☐ Flight Destination Tag
	PREPRINTED SLIDE LABELS NOT BEING USED		
	OUTDATED SLIDE LABELS BEING USED		APO _____ LEAD SEAL ATTACHED BUT NOT PRESSED
	PARCEL: ☐ Overweight ☐ Oversized		MAILER FAILED TO SIGN PARCEL BELOW RETURN ADDRESS *(DOD 5030.49-R Para 6003A)*
	OFFICIAL AND PERSONAL PARCEL POST MIXED TO APO *(If Applicable)*		OTHER *(Explain Below)*

REMARKS

NAME AND GRADE OF ACTION OFFICER	SIGNATURE

AGAZ Form 943, Sampling of Inland Transit Time on Parcel Post

1. AGAZ Form 943 is prepared monthly by the New York and San Francisco Military Mail Terminals to report transit times for surface parcels from various points of origin within CONUS to the Military Mail Terminal (See Inclosure 1).

2. SFC G. E. Riep, Transportation NCOIC, DAAG-MAT, receives and monitors AGAZ Form 943 and calls excessive transit times to the attention of USPS. Average transit times computed from report data are published in AR 340-3, Official Mail.

3. Distribution: DAAG-MAT
USPS

1 Incl
as

TAB P

US ARMY MILITARY MAIL TERMINAL 390 Main Street, Rm 501 San Francisco, CA 94105	DAILY SAMPLINGS AT POE OF INLAND TRANSIT TIME ON PARCEL POST	PERIOD 15 - 19 July 1974

OFFICE OF MAILING	DATE MAILED	DATE RECEIVED	DAYS IN TRANS	OFFICE OF MAILING	DATE MAILED	DATE RECEIVED	DAYS IN TRANS
Chicago, IL	28 Jun	15 Jul	17	Chicago, IL	28 Jun	18 Jul	20
Long Island City,NY	27 Jun	15 Jul	18	Anaconda, MT	16 Jul	18 Jul	2
Oakland, CA	12 Jul	15 Jul	3	Cleveland, OH	12 Jul	18 Jul	6
Los Angeles, CA	11 Jul	15 Jul	4	Connerville, IN	12 Jul	18 Jul	6
Minneapolis, MN	8 Jul	15 Jul	7	Muskeegon, MI	12 Jul	18 Jul	6
Washington, DC	8 Jul	15 Jul	7	Los Angeles, CA	11 Jul	18 Jul	7
Fort Worth, TX	8 Jul	15 Jul	7	Hampton, VA	11 Jul	18 Jul	7
Huntington, IN	2 Jul	15 Jul	13	Massillon, OH	10 Jul	18 Jul	8
Tacoma, WA	1 Jul	15 Jul	14	Chicago, IL	9 Jul	18 Jul	9
Rockville, MD	1 Jul	15 Jul	14	Buffalo, NY	8 Jul	18 Jul	10
Chandler, AZ	11 Jul	16 Jul	5	Hamilton, AL	26 Jun	19 Jul	23
Fort Worth, TX	10 Jul	16 Jul	6	Advance, NC	25 Jun	19 Jul	24
Jefferson, MO	10 Jul	16 Jul	6	Denver, CO	17 Jul	19 Jul	2
Duncansville, PA	9 Jul	16 Jul	7	Winnsboro, SC	12 Jul	19 Jul	7
No Little Rock,AR	9 Jul	16 Jul	7	Port Huron, MI	12 Jul	19 Jul	7
Coshocton, OH	9 Jul	16 Jul	7	Milwaukee, WI	11 Jul	19 Jul	8
Elkins, WV	8 Jul	16 Jul	8	Morton Grove, IL	10 Jul	19 Jul	9
Chestertown,MD	6 Jul	16 Jul	10	Denver,Grove,IL	10 Jul	19 Jul	9
Chicago, IL	5 Jul	16 Jul	11	Tacoma, WA	5 Jul	19 Jul	14
Nicholls, GA	2 Jul	16 Jul	14	Los Angeles, CA	1 Jul	19 Jul	18
Oakland, CA	15 Jul	17 Jul	2				
Greenville, SC	11 Jul	17 Jul	6				
Chicopee, MA	11 Jul	17 Jul	6				
Memphis, TN	11 Jul	17 Jul	6				
New York, NY	10 Jul	17 Jul	7				
Grayling, MI	10 Jul	17 Jul	7				
Berwick, PA	9 Jul	17 Jul	8				
Grafton, WV	9 Jul	17 Jul	8				
Sierra Vista, AZ	9 Jul	17 Jul	8				
Chicago, IL	5 Jul	17 Jul	12				

AGAZ FORM 943, 1 APR 64

D 2 9 7 8 2

PS Form 2759, Report of Irregular Handling of Mail

1. PS Form 2759 is prepared, as required, by APO's receiving and dispatching mail from commercial carriers to report irregularities in handling of military mail while in the custody of those carriers (See Inclosure 1).

2. SFC G. E. Riep, Transportation NCOIC, DAAG-MAT, monitors the report to insure report data is factual and properly documented before forwarding it to USPS. USPS, upon receipt of the report notifies and/or fines the commercial carrier, as applicable.

3. Distribution: Through Director of Postal Operations of the Command and DAAG-MAT to USPS.

1 Incl
as

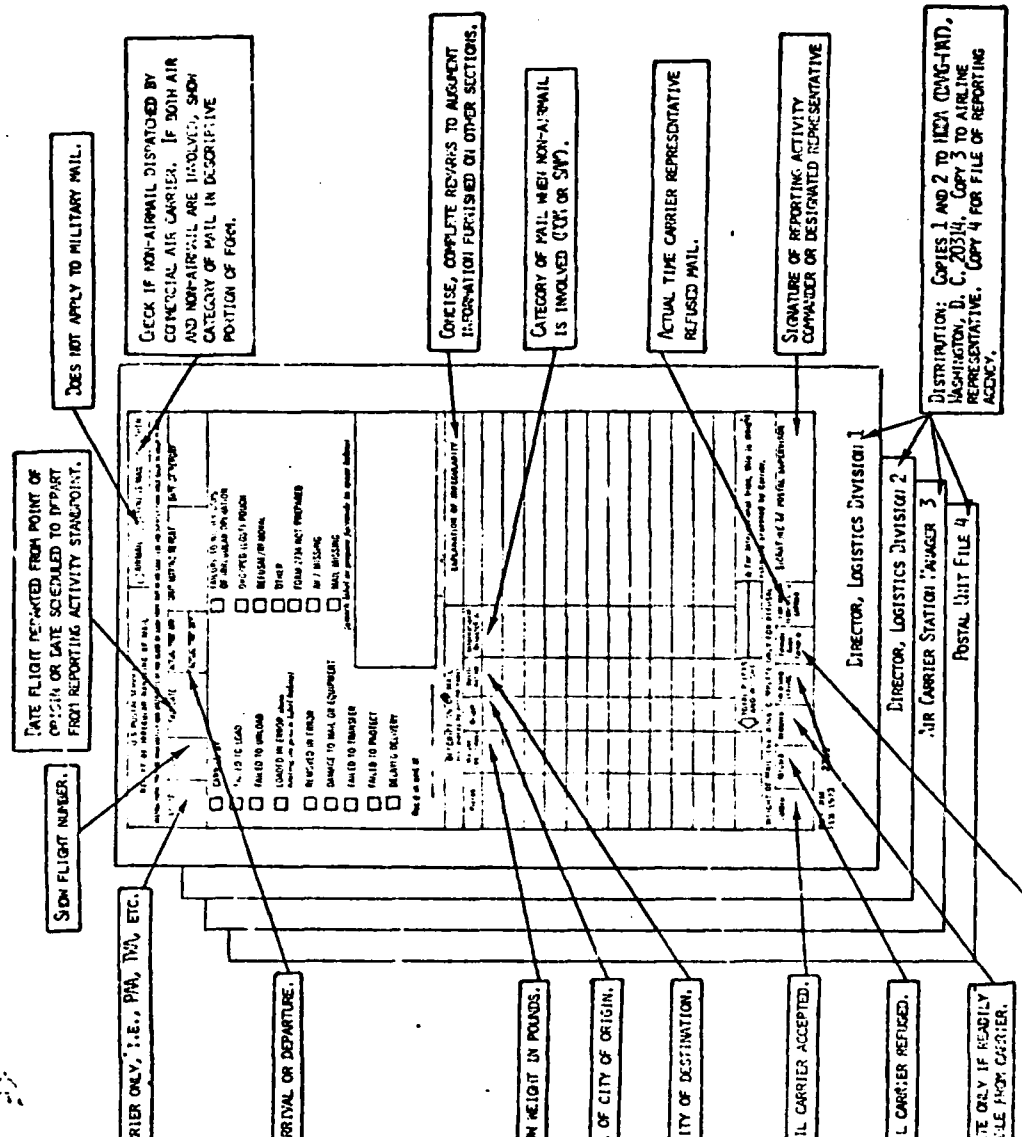


Figure 10-8. Guidelines for Completion of PS Form 2759.

APPENDIX 5 - MAIL ROUTING

1. Europe. The mail movement schedule and route diagram for each postal unit are attached as inclosures 1 through 19 (lower tabs A-S). All movement is by truck except where air and train are indicated.

2. Korea is attached as inclosure 20 (lower tab T). It should be noted that all surface mail enters Korea at Pusan and then is shipped by truck to the 1st AGMMT at Kimpo International Airport. The 1st AGMMT receives, distributes, routes, and dispatches all surface mail throughout the Republic of Korea and all airmail south of Seoul. Units in and north of Seoul pick up their airmail from the 1st AGMMT.

3. Japan. Diagrams for Honshu and Okinawa are not included due to the uncomplicated transportation arrangements on those islands.

a. Honshu. Surface mail is unloaded at Yokahama port and moved to the Japan Base Post Office (JBPO) (APO 96503) which is located at the port. Airmail arrives at Haneda International Airport and then moved by truck to the JBPO. All mail is dispatched from the JBPO on a daily basis by contract trucks to all four APOs and MAOs.

b. Okinawa. Surface mail arrives at Naha port and is then trucked to APO 96331 and MAO 96248. Airmail arrives at Naha International Airport and is trucked to the APO and MAO.

4. Thailand. The mail routing chart for Thailand is attached as inclosure 21 (lower tab T). The Army operates APO 96232 and MAO 96386. The rest belong to the USAF.

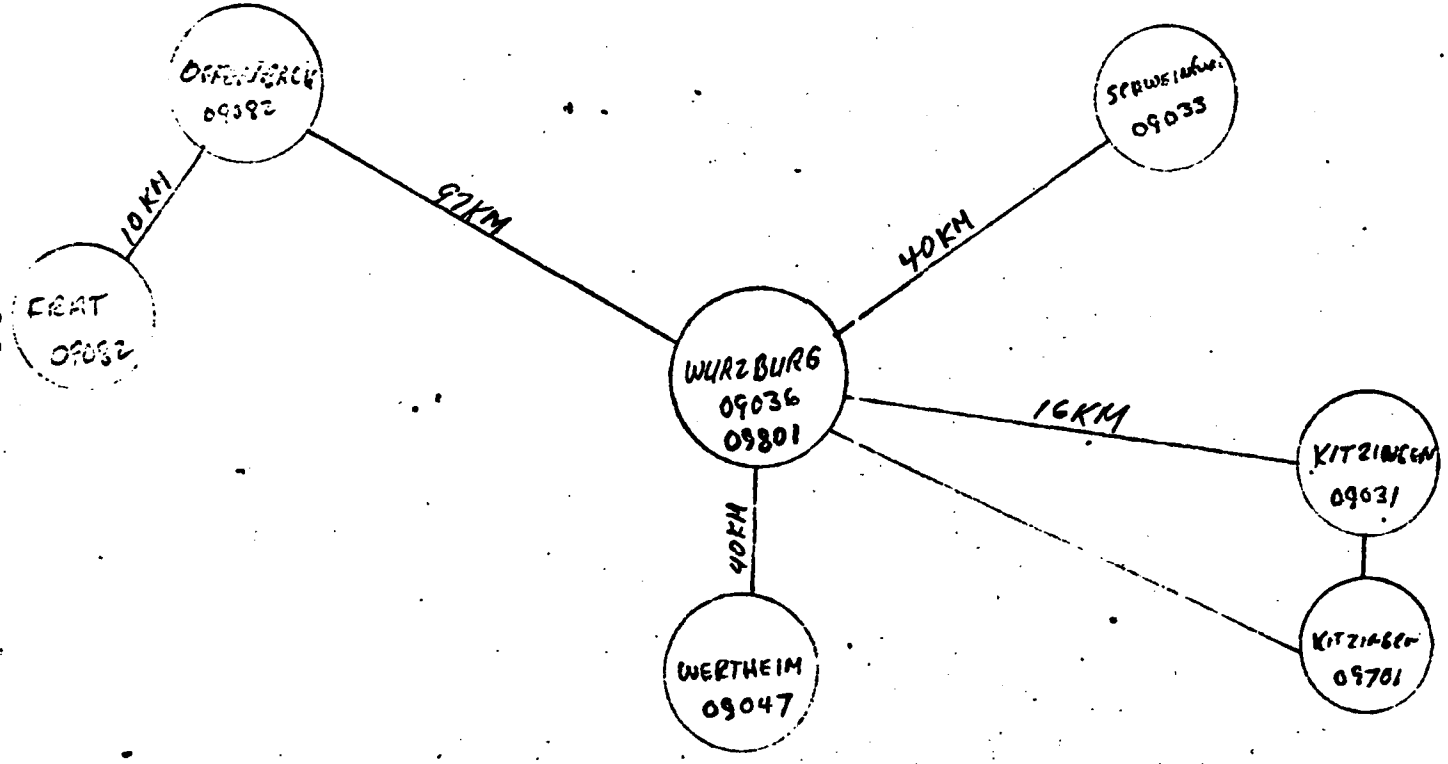
INDEX OF MAIL-ROUTING DIAGRAMS

TAB	UNIT
A	3d Inf. Div
B	8th Inf Div
C	26th AG Det
D	29th AG Det
E	30th & 40th AG Det
F	41st AG Det
G	48th AG Det
H	57th AG Det
I	60th AG Det
J	61st AG Det
K	65th AG Det
L	115th AG Det
M	125th AG Det
N	127th AG Det
O	128th AG Det
P	139th AG Det
Q	147th AG Det
R	226th AG Det
S	Berlin BPO
T	Korea
UV	Thailand

3D INF DIV

TAB A

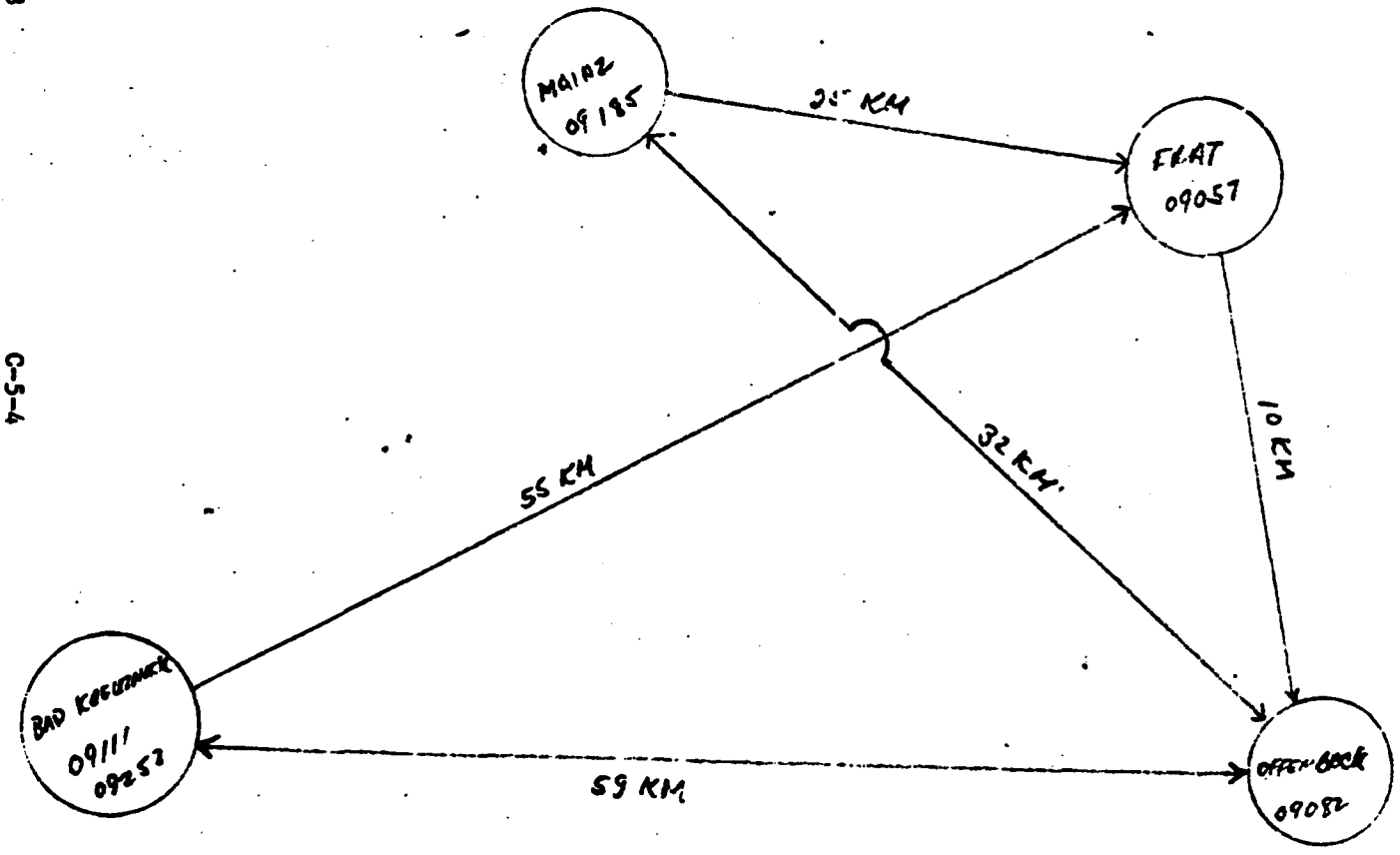
C-5-3



8TH INF DIV

TAB B

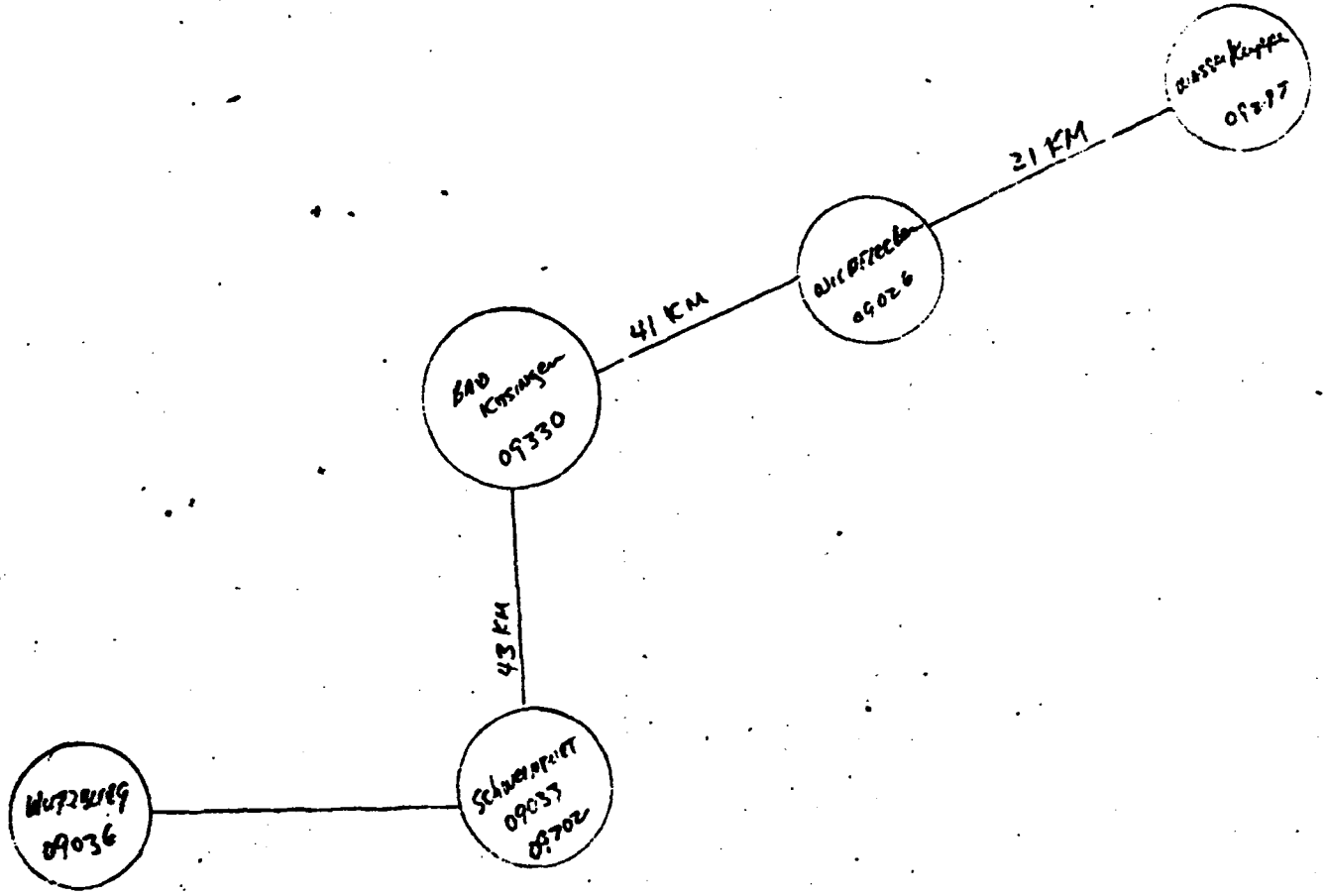
C-5-4



26TH AC DET

TAB C

C-5-5

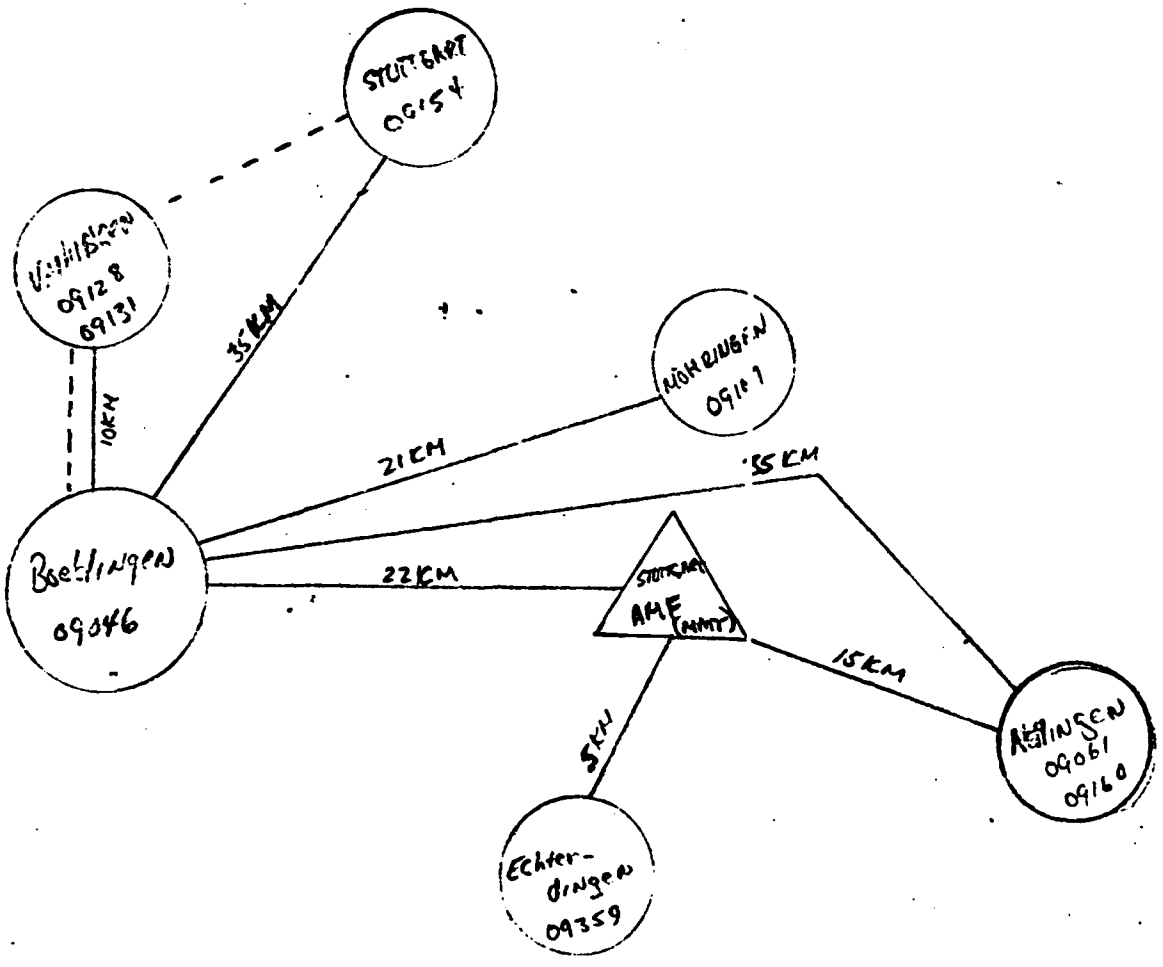


...gen, Mohringen and Nellingen Area

29TH A.G DET

TAB D

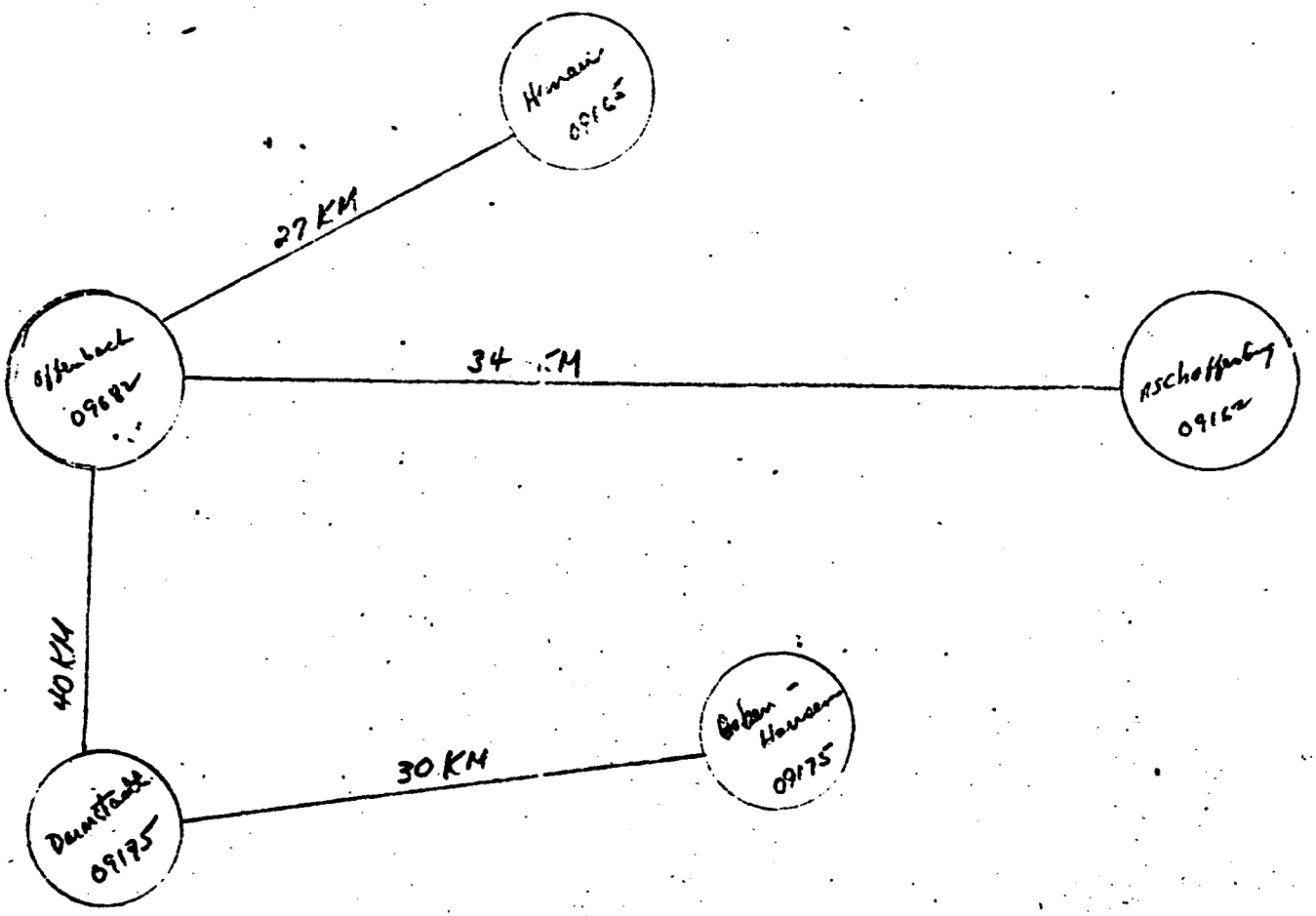
C-5-6



30TH & 40TH AG DET

TAB E

C-5-7

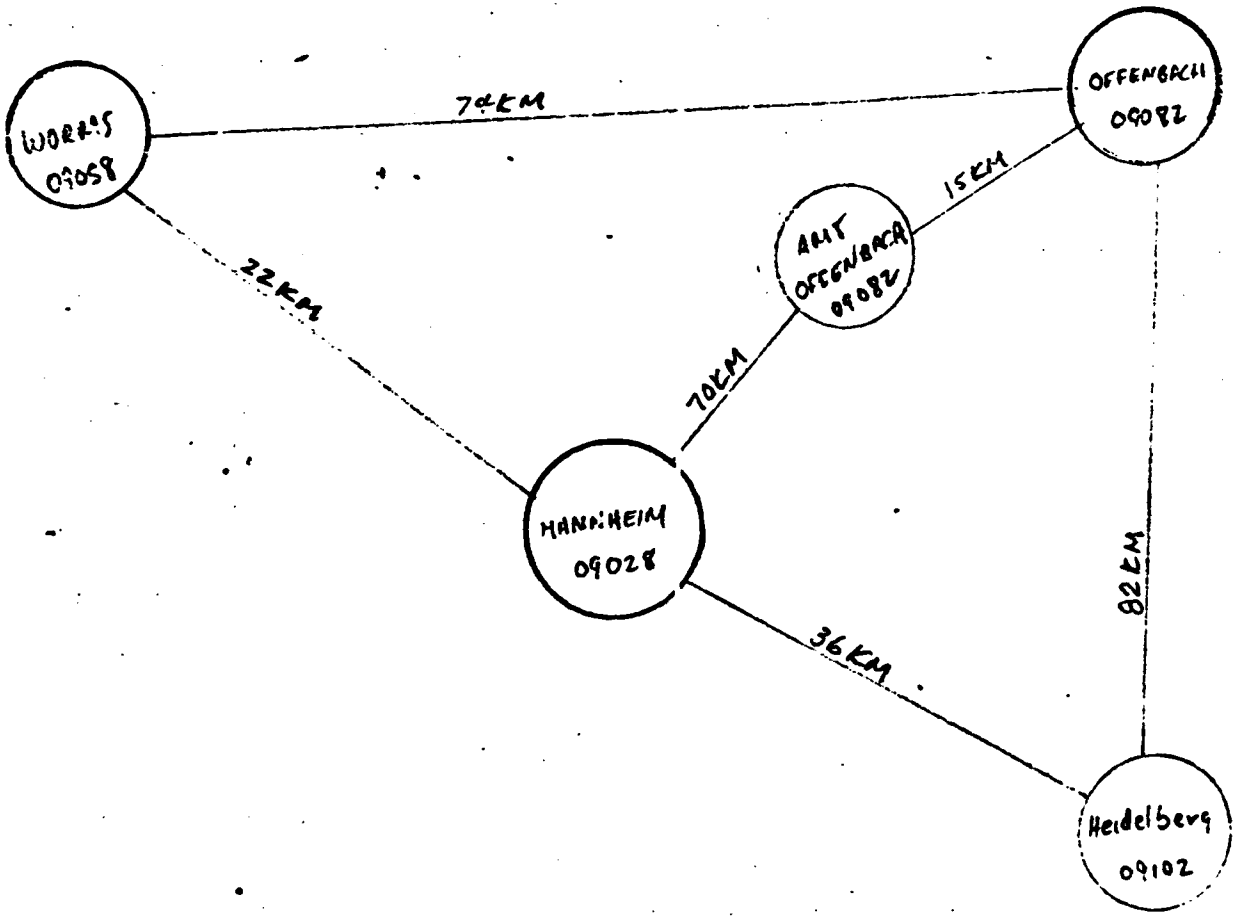


Worms, Heidelberg, Offenbach

4 STR AG DET

TAB F

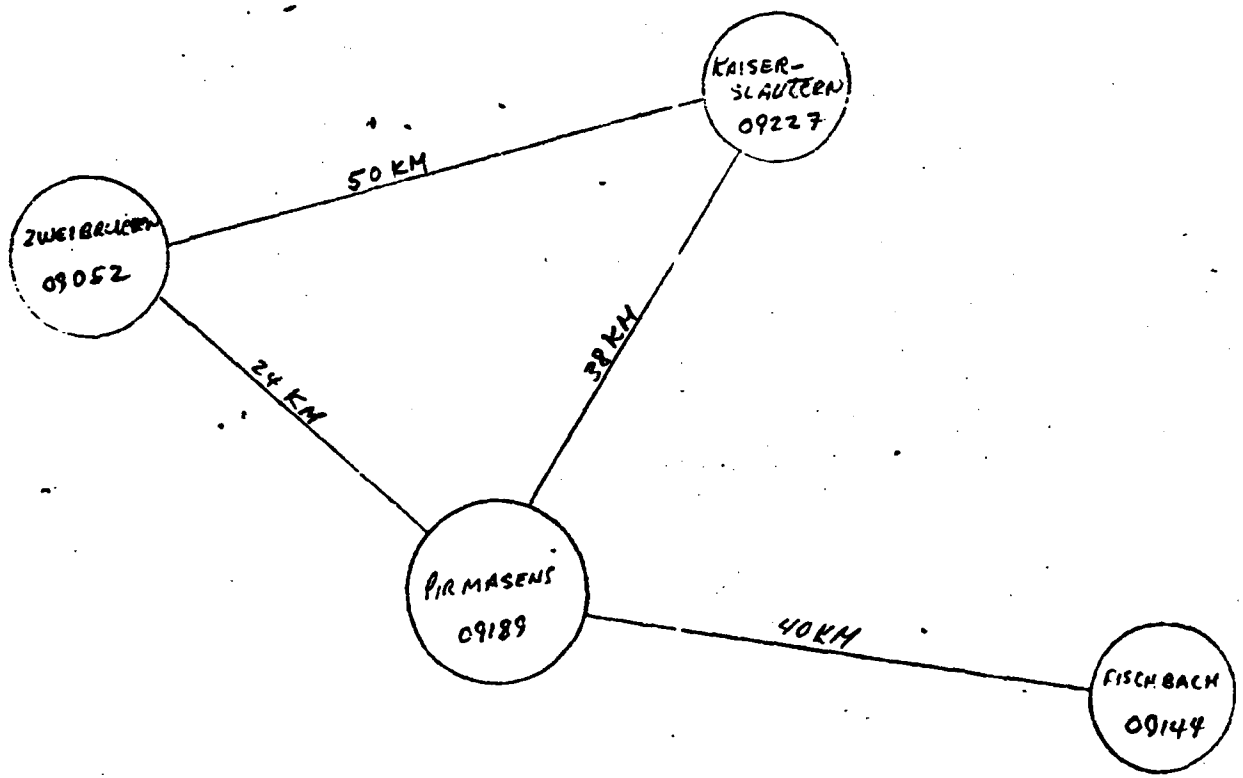
C-5-8



41 ST AG DET

TAB C

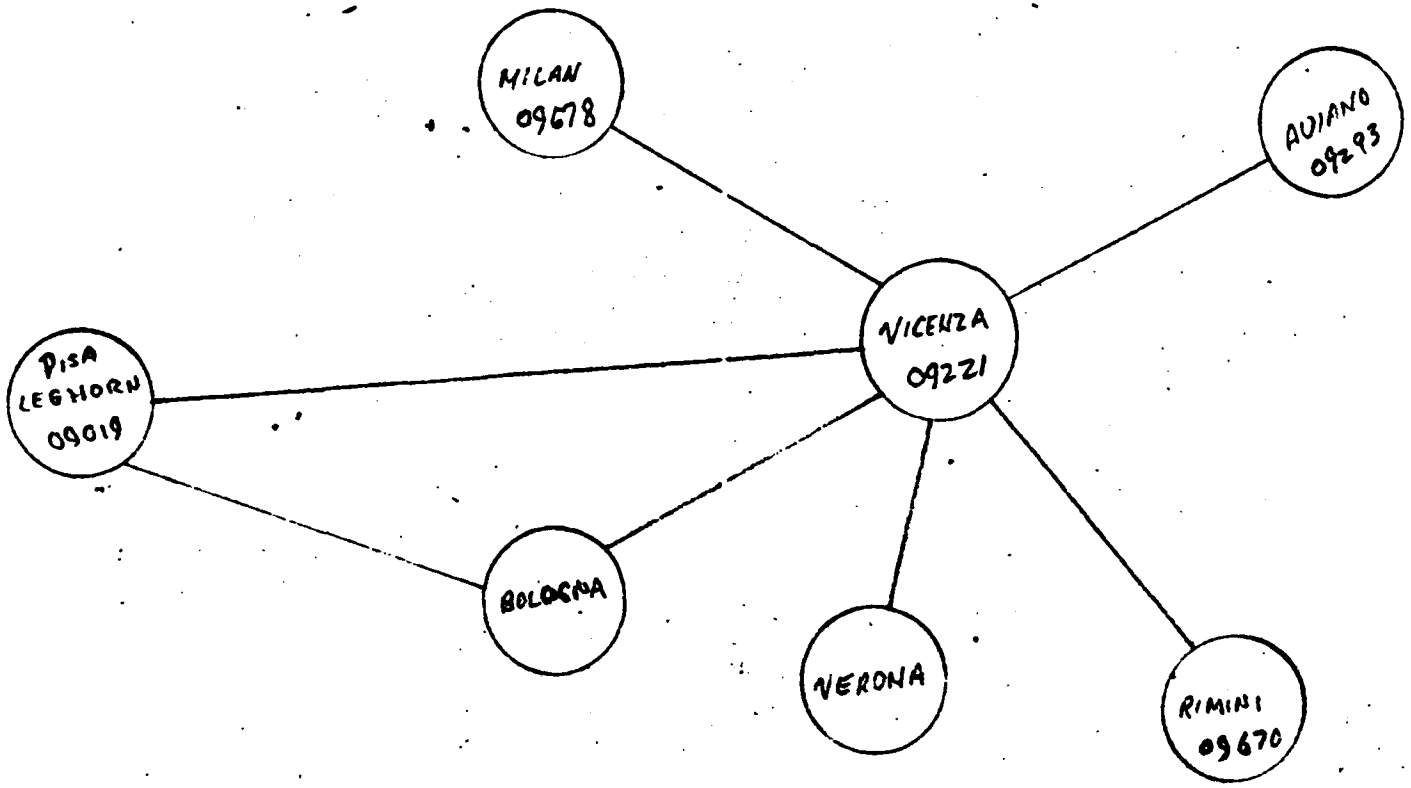
C-5-9



57 TH AG DET

TAB H

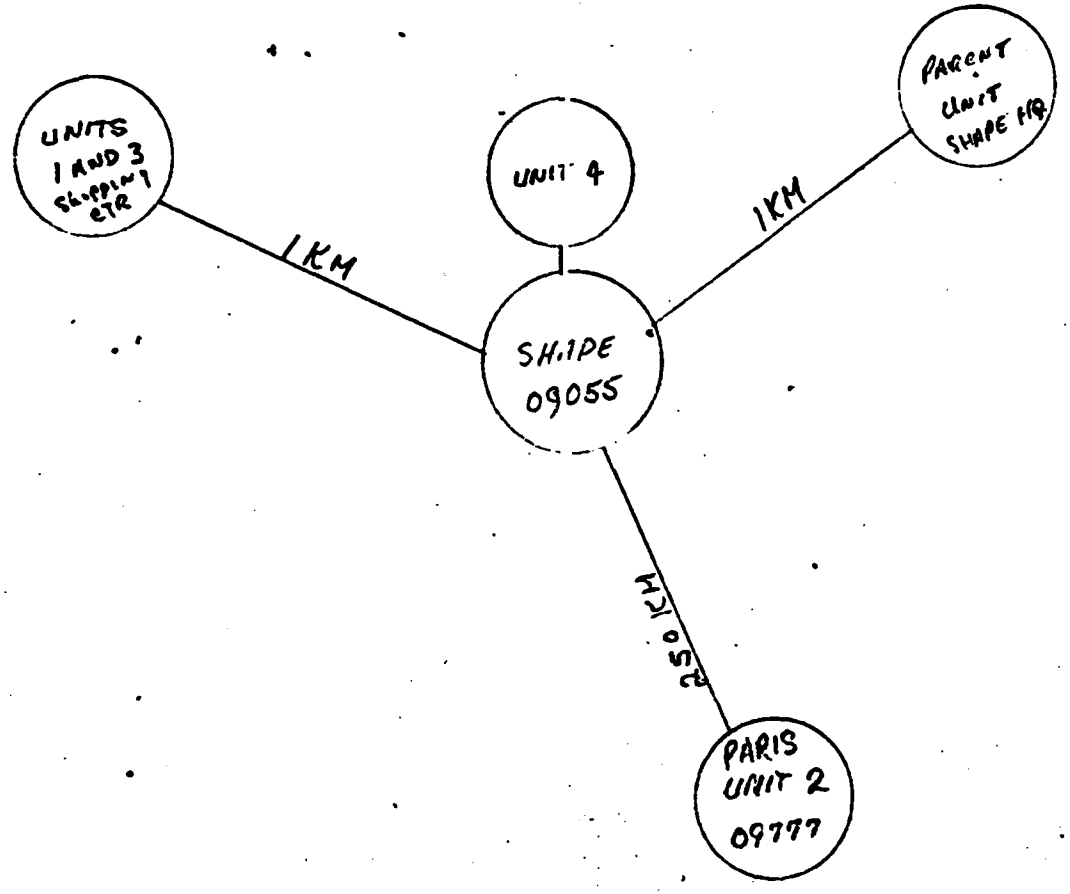
C-5-10



60TH AG DET

TAB I

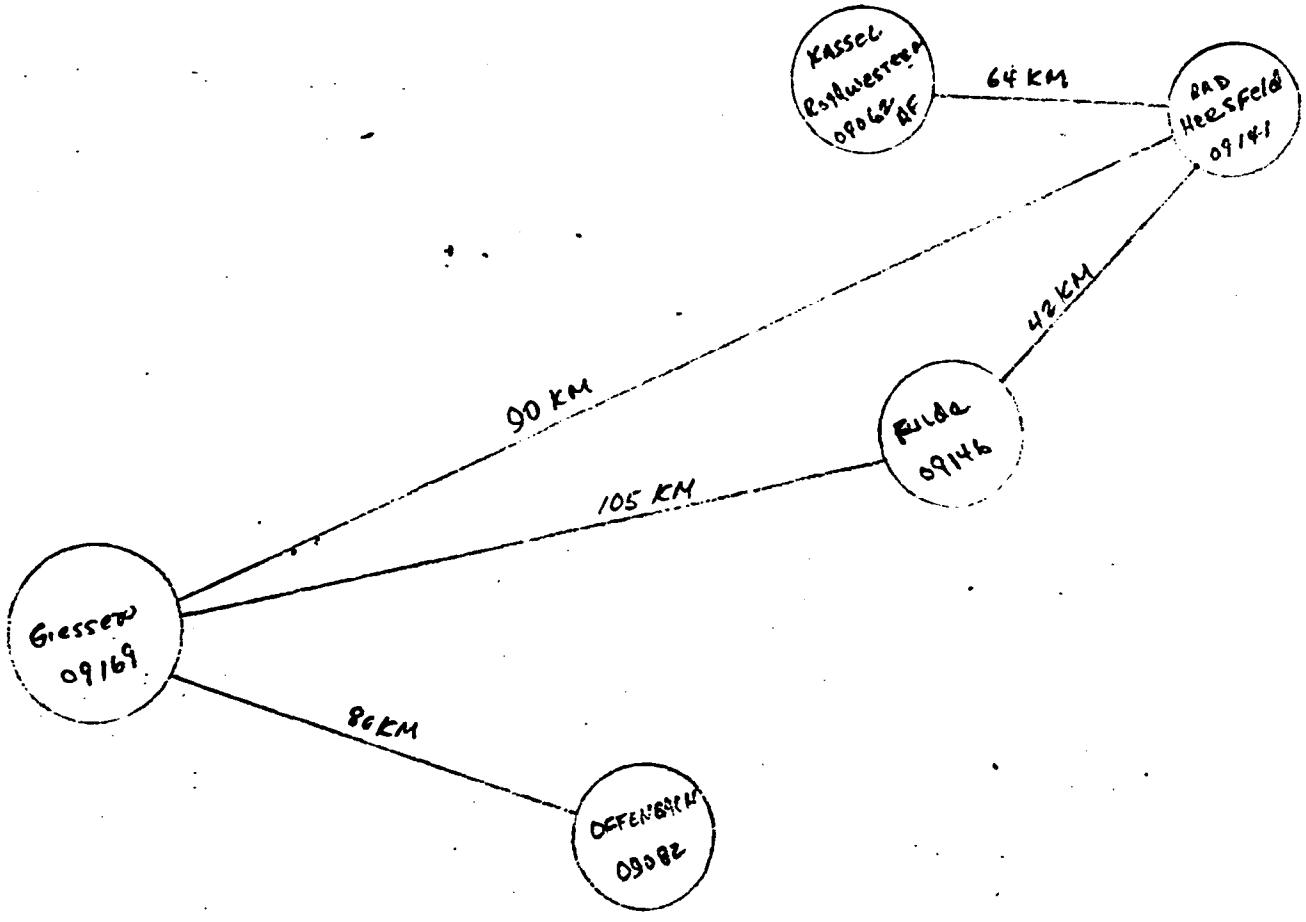
C-5-11



TAB J

C-5-12

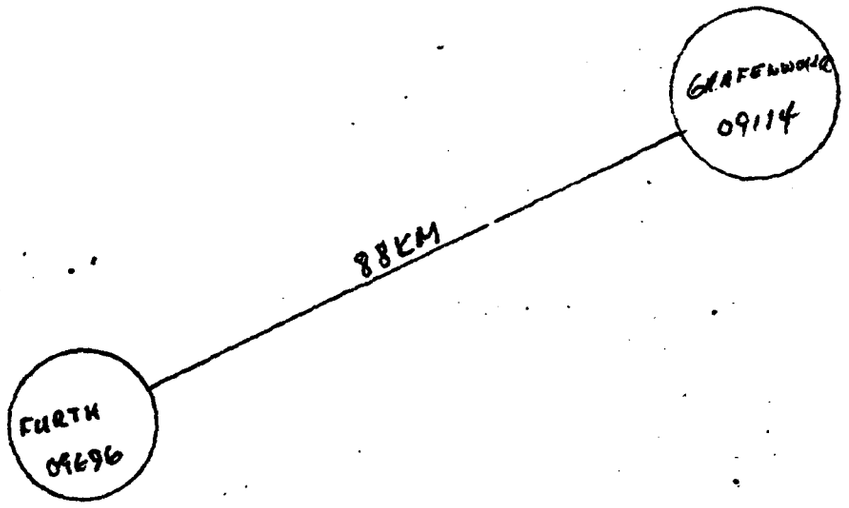
61ST AG DET



65TH AG DET

TAB K

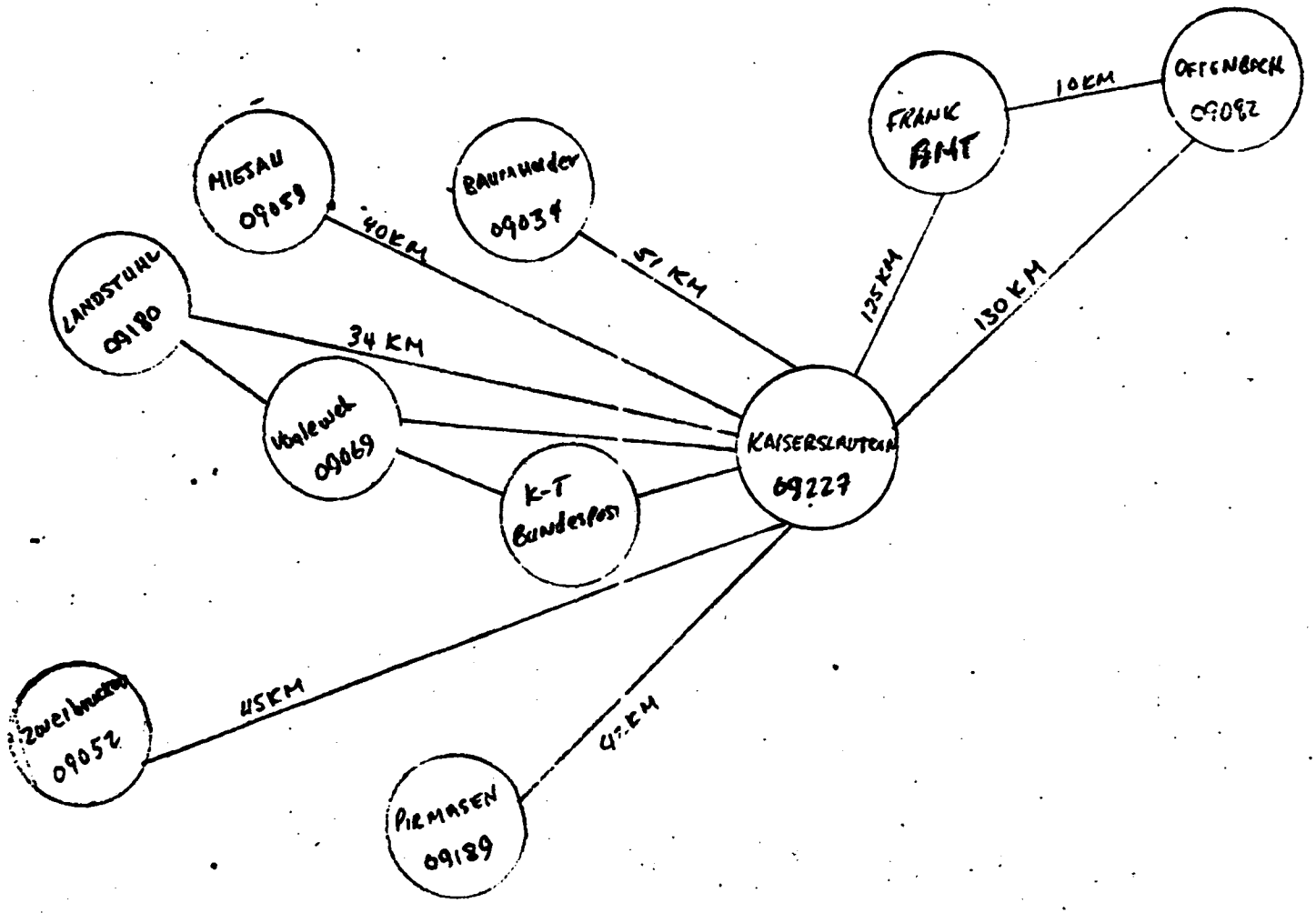
C-5-13



115TH AG DET

TAB I

C-5-14

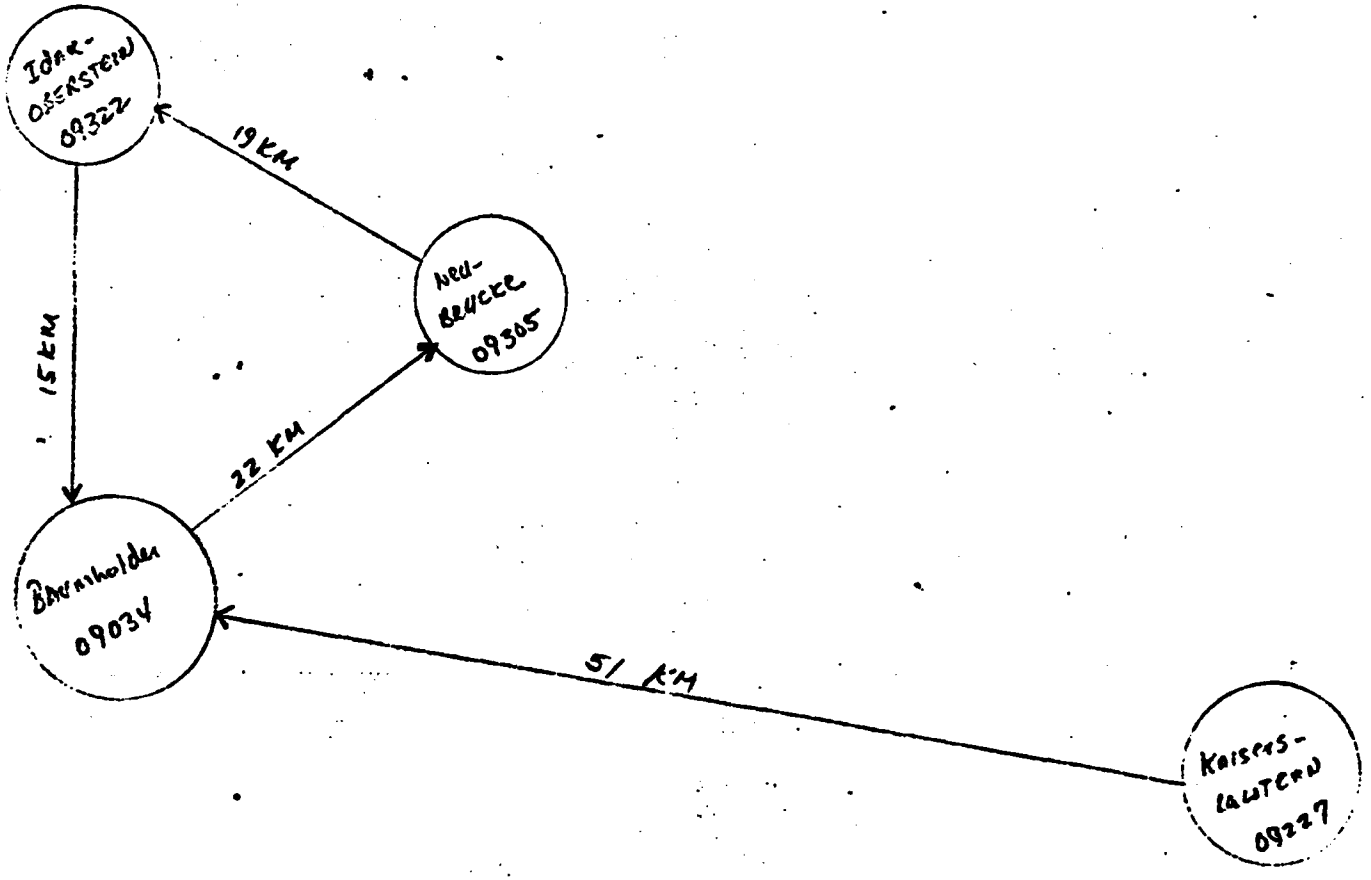


Oberstein and Neubeucte Area

125TH A G DET

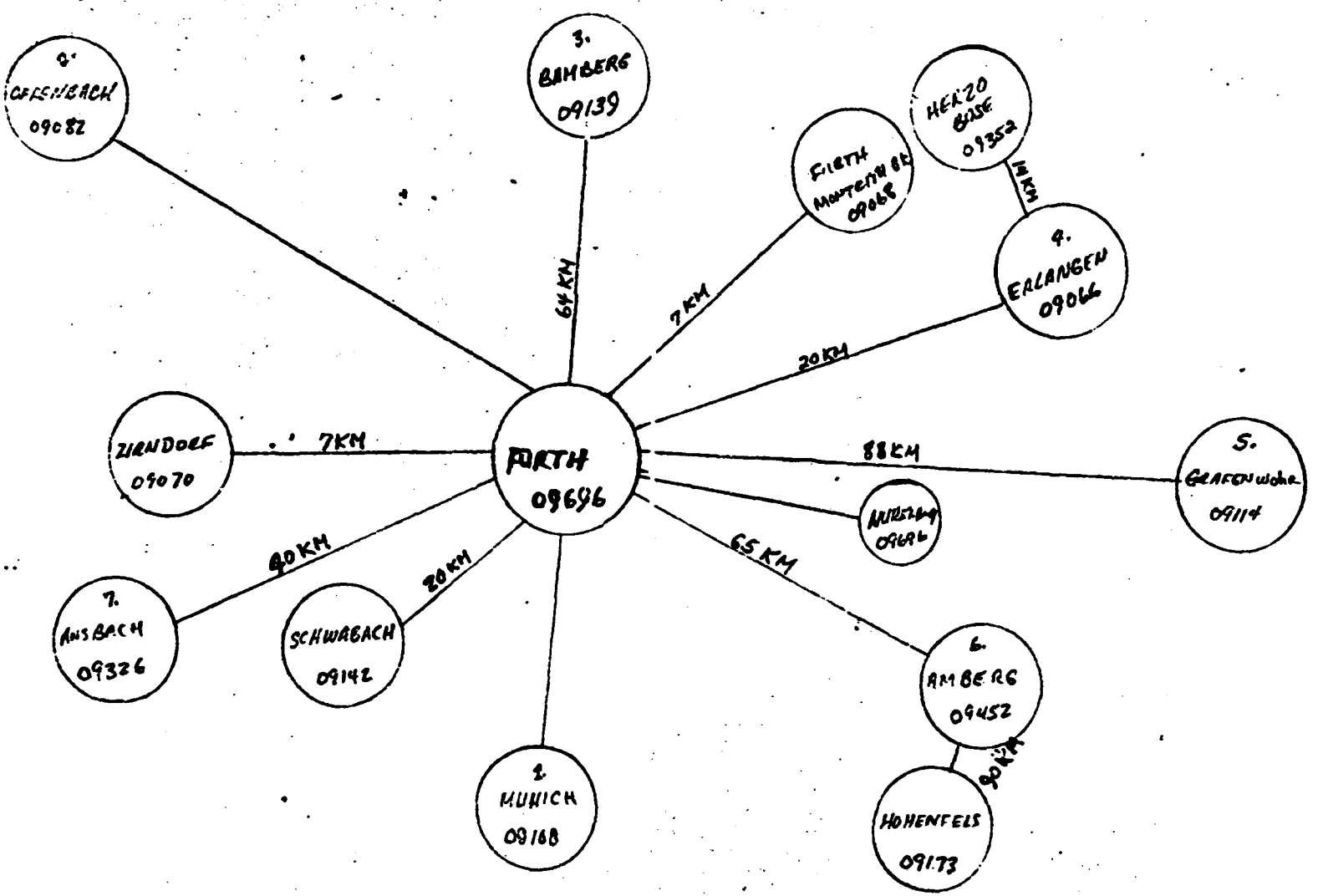
TAB M

C-5-15



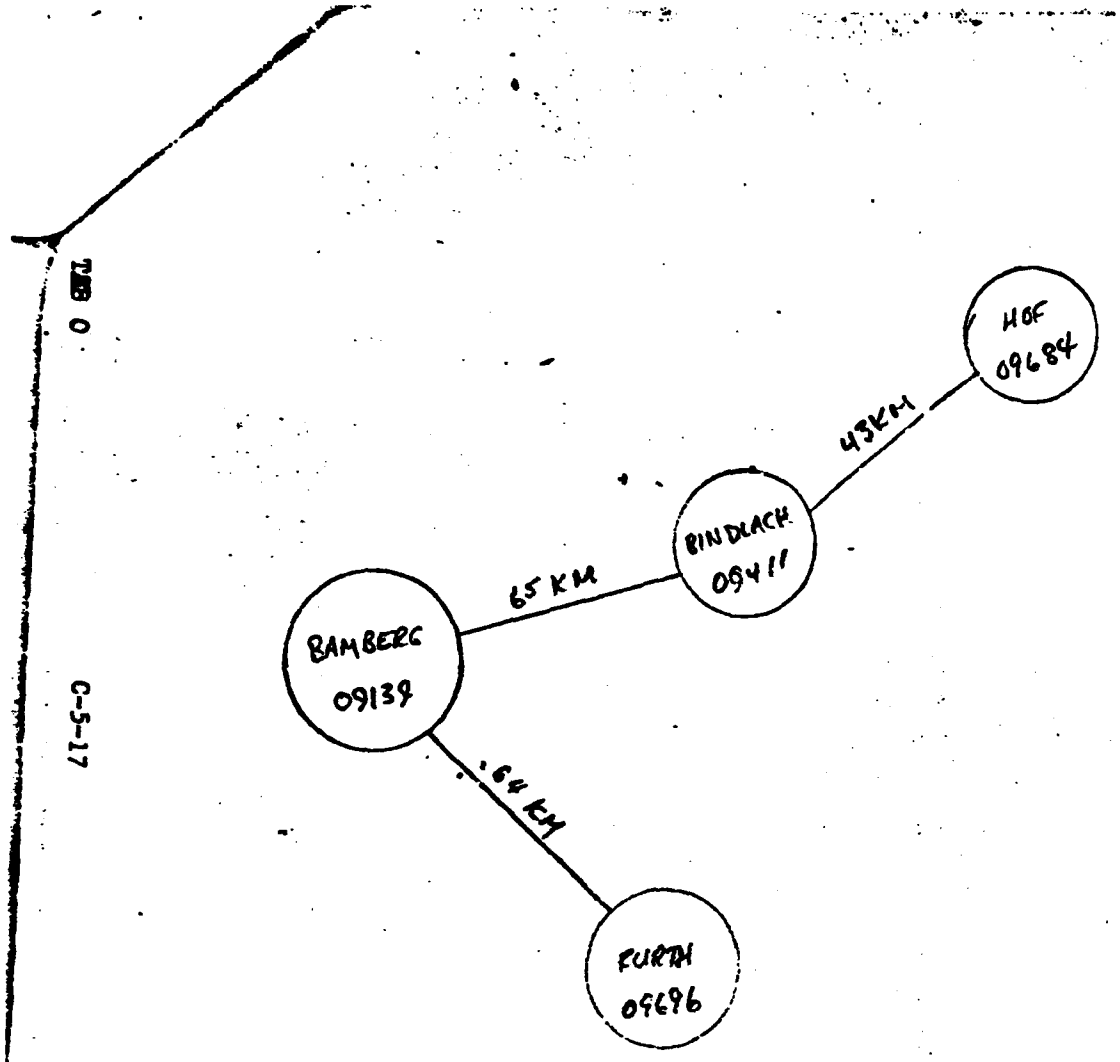
[illegible], HERZO BASE AND HOHENFELS AREA

127 TH AG DET



TAB N

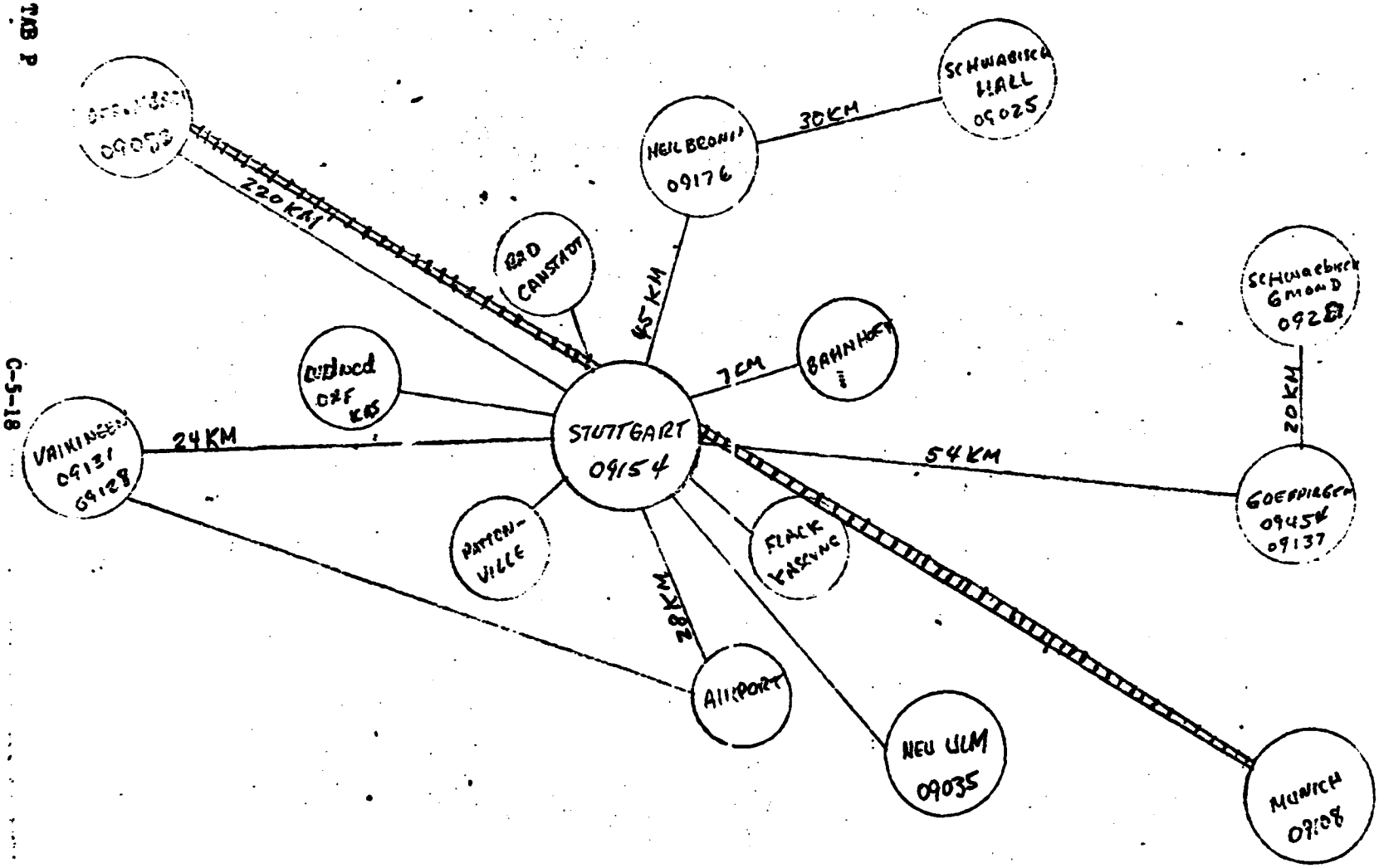
12 8 TH A G DET



TAB O

C-5-17

139 TH AG DET

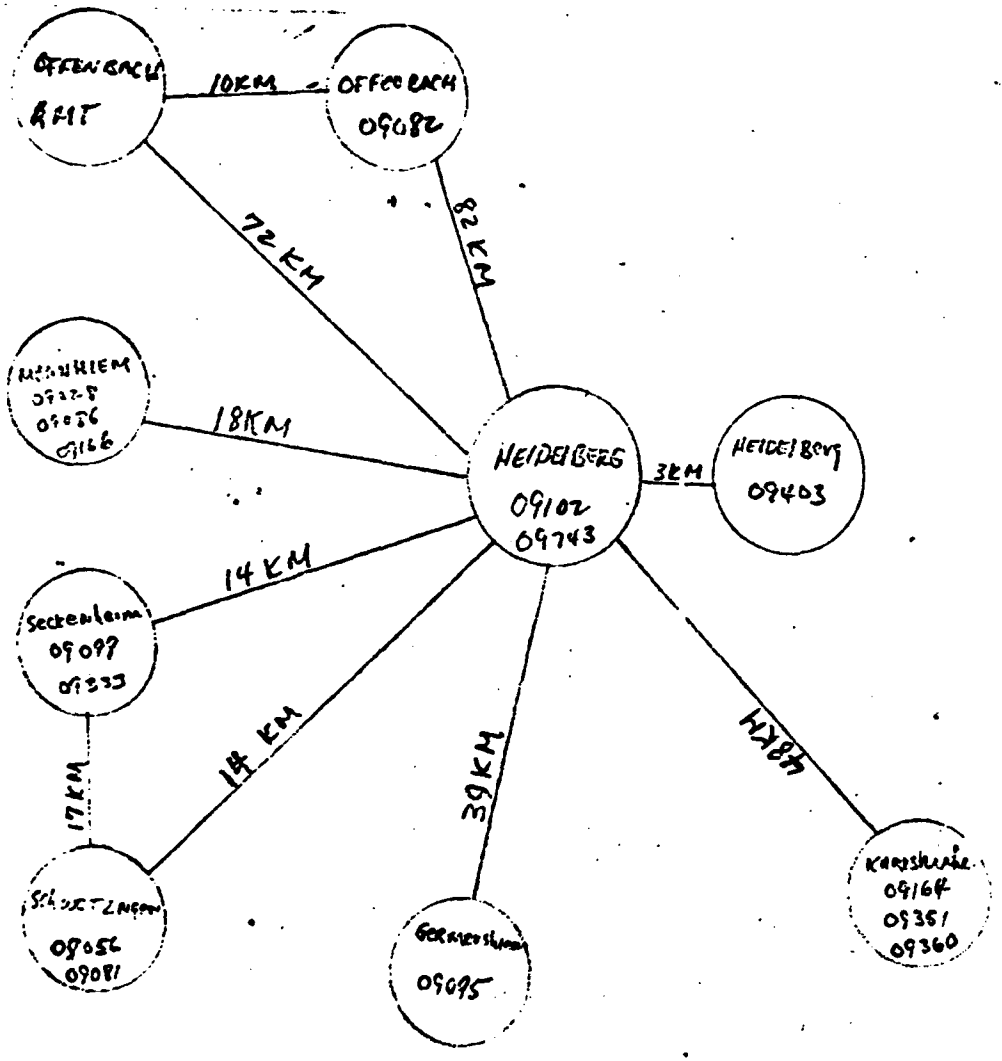


TAB P

147TH AG DET

TAB Q

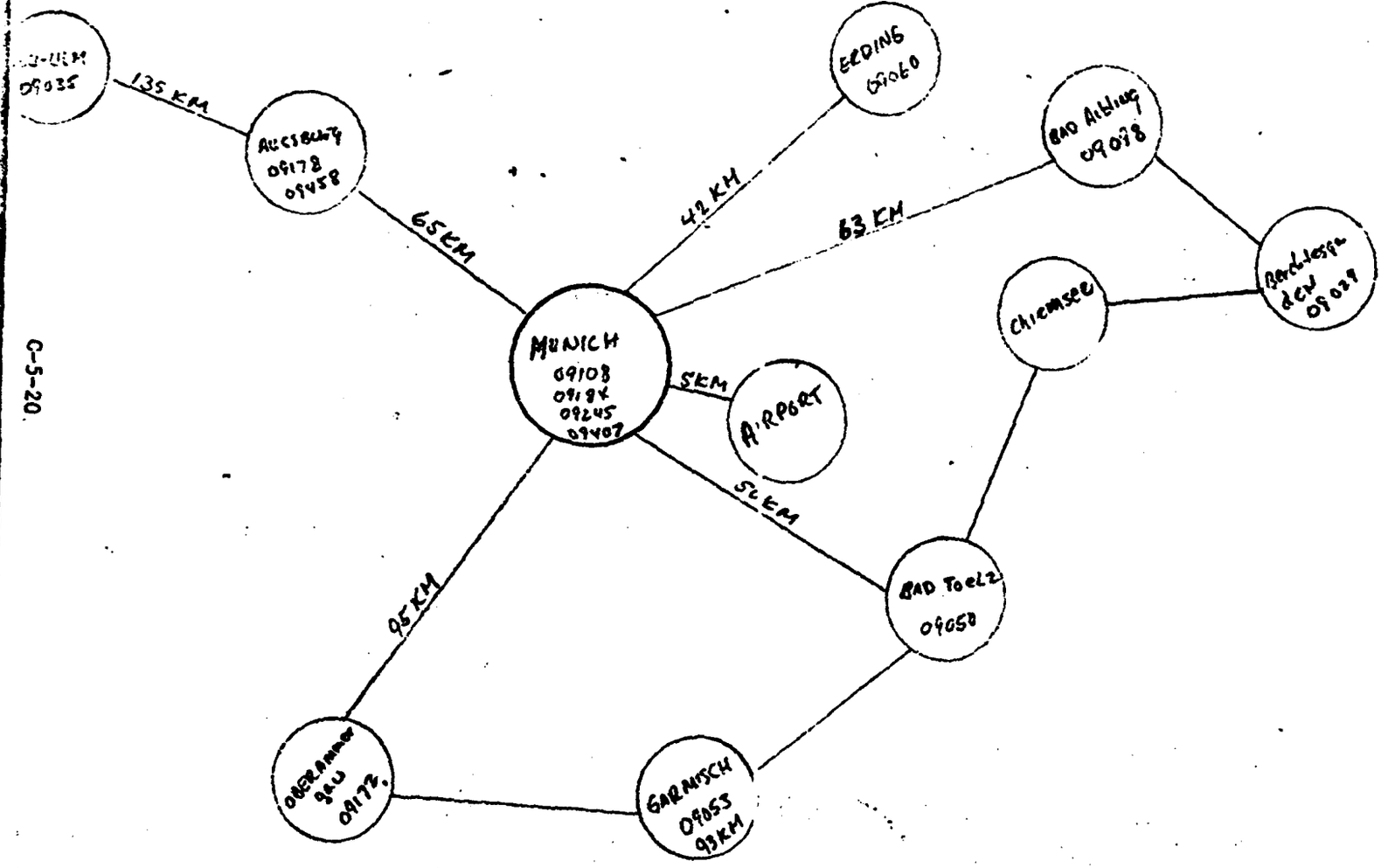
C-5-19



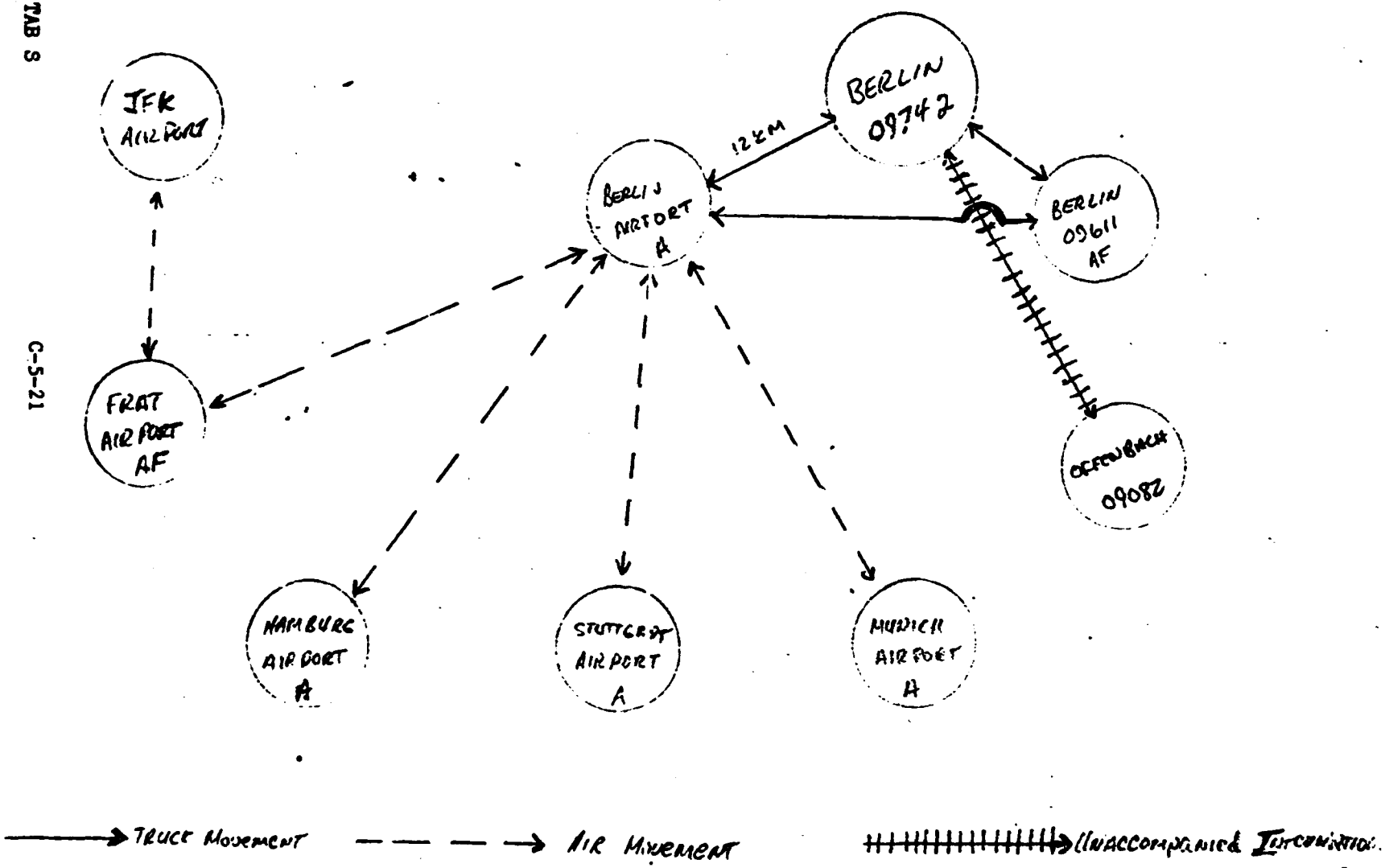
TAB R

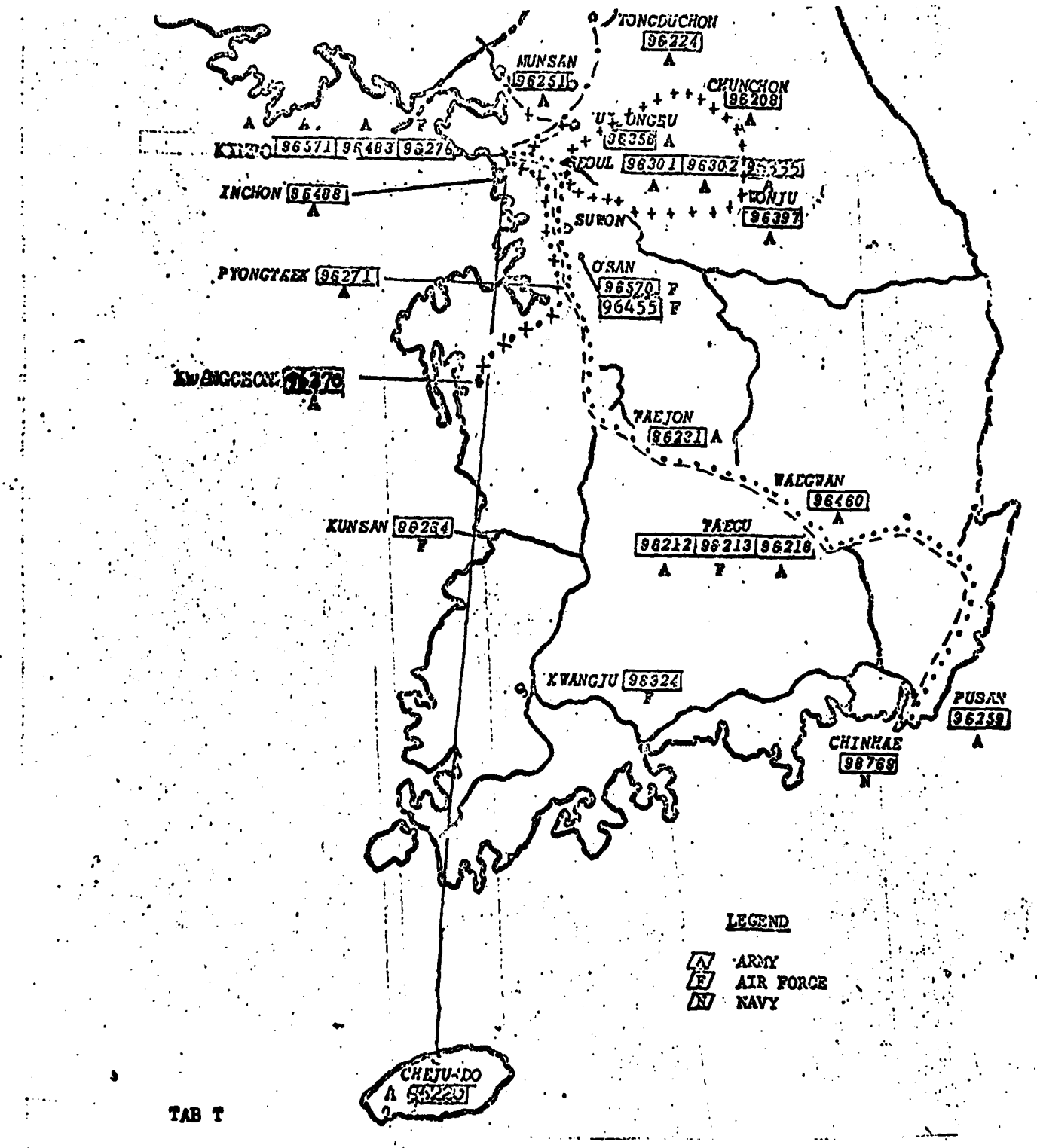
C-5-20

226TH A & DET



BERLIN BPO


JFK AIRPORT
FRAT AIRPORT AF
BERLIN AIRPORT A
12 KM
BERLIN 09742
BERLIN 09611 AF
OFFENBACH 09082
HAMBURG AIRPORT A
STUTTGART AIRPORT A
MUNICH AIRPORT A
TRUCK MOVEMENT
AIR MOVEMENT
UNACCOMPANIED INTERNATIONAL RAIL



TAB T

MAIL ROUTE

KIMPO-SEOUL-PYONGTAEK-TAEJON-WAEGWAN-TAEGU-PUSAN
PUSAN-TAEGU-WAEGWAN-TAEJON-PYONGTAEK-SEOUL-KIMPO
SEOUL-CHUNCHON-WONJU-SEOUL
TONGDUCHON-KIMPO-TONGDUCHON
MUNSAN-UIJONGBU-KIMPO-UIJONGBU-MUNSAN
KIMPO-PYONGTAEK-KWANGCHON-PYONGTAEK-KIMPO
KIMPO—CHEJU-DO
Surface mail point of entry - Pusan
Air mail point of entry - Kimpo

C-5-22

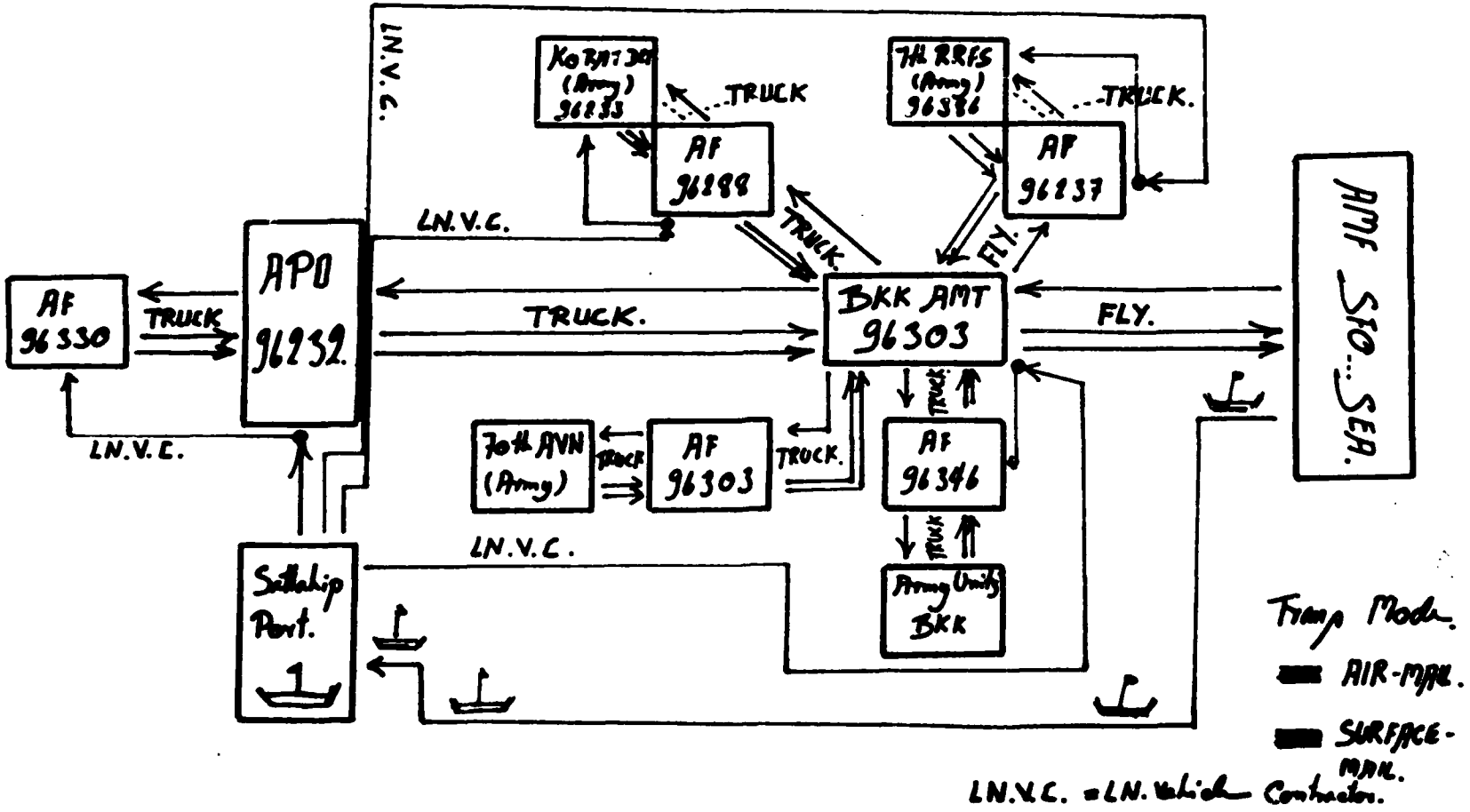
LEGEND

SURFACE
SURFACE
SURFACE
SURFACE
SURFACE
SURFACE
AIR MAIL

TAB D

C-5-23

THAILAND ARMY POSTAL SVC. MAIL ROUTING CHART.



APPENDIX 6 - POPULATIONS SERVED

1. General. The populations served by APO in USAREUR, Okinawa, Honshu, and Korea are attached as inclosures 1 and 2.

2. Discussion. Subsequent to gathering the populations served data attached, a staff visit to both Europe and the Far East disclosed that this is not a reliable means of determining workload, as explained below.

a. The major customer of the 15th AG Det. (APO 09164) is the dependent school system which means that the unit ships to 146 APO's large volumes of school supplies.

b. There is considerable difficulty in identifying the populations actually served where facilities must be operated at post exchanges or the dependent housing areas of one service use an Army APO for some postal services, as is the case of the 115th AG Det. (APO 09227) at Kaiserslautern.

c. Data in regard to State Department, civilian contractor, and the non-military personnel (excluding military dependents) was not available or, if available, of doubtful accuracy.

3. Considerations for staffing.

a. Postal finance service - hours open per day.

b. Unit mail service-units served and types of activities.

c. Locator - based on population.

d. Mail processing - related to population and type activities.

e. Bulk transit mail - quantity and weight.

f. Aerail mail terminals - distance from APOs.

g. Rail operations - loading and unloading normally not at APO.

h. Number of outlying postal facilities.

i. Number of mail truck runs.

POSTAL COMMAND DECAP OF PERSONNEL SERVICED
PREPARED BY USARCUR AS DPD (AEAAG-H), AS OF 31 MAY 1974 ON 15 JUN 1974
PROPONENT: USARCUR/7A BAG POSTAL DIV (AEAAG-H)

DPD REPORT 403002-98

APO	PERS	APO	PERS	APO	PERS	APO	PERS	APO	PERS	APO	PERS	APO	PERS	APO	PERS	APO	PERS	APO	PERS
011	778	012	382	019	1,077	025	689	026	1,908	028	3,889	031	1,994	033	4,916	034	8,041	035	3,350
036	3,708	038	46	039	2,675	045	3,665	046	1,921	047	1,325	050	474	052	1,261	053	95	054	732
055	1,139	056	688	057	249	058	1,558	059	974	061	2,406	063	32	066	2,814	067	1,317	068	1,881
069	1,403	070	1,672	074	2,889	075	96	076	1,502	077	1,017	078	782	079	719	080	167	081	784
082	221	085	48	086	3,812	088	582	090	60	091	2,918	093	2,014	095	429	098	69	099	352
102	3,739	107	1,261	108	132	109	312	111	4,367	114	1,723	123	798	127	138	128	467	130	101
131	995	132	625	133	640	137	1,696	138	346	139	6,528	140	2,139	141	1,355	142	1,437	144	521
146	2,413	154	6,695	155	14	159	114	160	566	162	4,233	164	1,918	165	9,339	166	2,151	168	761
169	4,445	170	3	171	320	172	84	173	648	175	5,708	176	4,624	177	1,312	178	3,935	180	1,822
185	4,741	189	2,906	194	257	205	483	210	9	221	2,838	223	84	224	432	227	8,590	238	88
245	780	252	926	253	480	254	218	281	1,980	282	5	283	230	285	23	289	63	292	69
293	320	305	22	319	59	322	670	324	192	326	2,783	330	1,927	332	106	333	151	351	745
352	1,230	353	954	360	2,030	362	6	380	467	386	5	403	3,449	406	59	407	344	411	1,025
451	505	452	1,156	454	316	458	2,338	510	16	513	30	523	9	524	353	540	110	544	35
616	87	633	48	640	20	662	16	666	59	667	66	672	20	678	15	692	320	693	142
696	5,463	701	2,180	702	2,056	710	972	742	5,207	751	1,474	755	28	757	7,370	777	4	794	4
801	2,391	807	32	843	80	860	65	870	2	872	183								

OVERALL TOTALS: 166 APOS SERVICING 232,063 PERSONNEL

PAGE NUMBER 1 OF 1

APO/MAO*	MILITARY	DEPENDENTS	DAC	RETIRED	STATE	OTHER
Honshu						
96267*	79	152	30			
96343	1,384	1,955	540			
96503	124	314	63			
Okinawa						
96331	4,631	4,600	1,320			
96248*	2,800	2,700	1,000		7	
Thailand						
96232	1,400	50	127	5	0	20
96386*	1,600	100	162	5	15	35
Korea						
96208*	1,200	200	20	0	5	
96212	0	0	0	0		
96218	4,000	1,000	150	10		
96220*	12	0	0	0		
96224	7,998	303	45	14		
96231*	600	50	14	4		
96251*	3,692	150	5	3		
96259*	2,000	500	190	60		
96271*	6,000	200	35	10		
96301	14,000	5,000	300	25		
96302*	1,050	500	100	0		
96335*	0	0	0	0		
96358	3,090	80	20	15		
96370*	800	0	0	0		
96397	950	50	10	2		
96460*	1,000	70	90	20		
96483*	2,000	100	10	8		
96488*	40	20	15	0		
96571	90	10	0	0		
TOTALS	49,422	8,233	176	1,004		

APPENDIX 7 - FACILITIES

1. Europe. HQ, Postal Group, Europe, was unable to provide data concerning its facilities. One respondent informed the project manager that they did not know how many facilities the group had. Therefore, the following summary is provided.

a. The poor condition of many of the facilities in which postal personnel must live and work presents a very unfavorable situation. Most postal units visited occupied small buildings which lacked sufficient floor space, loading docks, interior arrangements conductive to efficient operation, and attractive appearances for workers and patrons. Maintenance and repair requests are acted upon slowly and many times repairs are made by APO personnel themselves. It appears that APOs have a very low priority in regard to choice of facilities and repairs.

b. The worst conditions existed in Stuttgart (139th AG Company). Both the APO and billets are in Wallace Barracks. Personnel are billeted in the middle of a building both sides of which are occupied by third country nationals. Litter was strewn around the area. There are no recreation facilities on Wallace Barracks and one of the NCOs voluntarily drives a bus to and from another compound where such facilities are available. In one shower room of the billets, only two of eight showers were working, and one of those had no shower head. The APO was in need of repair (e.g., wooden doors had large holes in them). It is surprising that morale was as good as it seemed to be considering all the negatives observed.

c. The foregoing is not intended to imply that all facilities are in comparable condition. The working areas of the 228th and 226th AG Companies were pleasant, well lighted, clean, and well maintained.

2. Japan.

a. Honshu.

(1) The Japan Base Post Office has a floor space of 26,500 sq ft. The building has 24 windows and was built in 1956. The condition of the building is good.

(2) APO 96343 building is wooden, 5,400 sq ft. Number of windows consists of 1 window at each of the 5 units. The building is 21 yrs old and has aged, but is in servicable condition.

(3) APO 96503 building has 8,300 sq ft, which functions with a finance section, APO operations, a receiving and dispatching section and a registry section. This operation has 1 finance window, is 29 yrs old and the condition of the building is good.

(4) 96503, Unit #6 has 517 sq ft and operates a finance and R&D Section. Area has 1 finance window, 11 yrs old and in good condition.

(5) 96503, Units #4 & 5 has 540 sq ft, operates a finance and R&D Section. It has 1 fiance window, 11 yrs old and in good condition.

(6) MAO 96267 has 360 sq ft, operates a finance and R&D Section. Has 1 window, 21 yrs old and in good condition.

b. Okinawa.

(1) APO 96331. Main APO was built in 1953 and is in excellent condition. Floor space is as follows: Receipt & Dispatch-2400 sq ft, Directory - 1,764 sq ft, Registered and Insured - 720 sq ft, Finance Windows (2-PP, 1-MO, 1-Reg) - 224 sq ft, COPE/APC Office - 300 sq ft, Admin - 400 sq ft, Lock Box - 650 sq ft, Lobby - 780 sq ft, Break Area - 425 sq ft.

(2) APO 96248 (MAO). Building was constructed in 1960 and is in excellent condition. Floor space is as follows: Receipt and Dispatch - 2000 sq ft, Registered and Insured - 240 sq ft, Finance Windows (1-PP, 1-Reg/MO) - 70 sq ft, Admin - 280 sq ft, Lock Box - 80 sq ft. Lobby - 280 sq ft.

3. Korea (shown on inclosure).

4. Thailand.

a. APO 96232 has a building of 75' x 45'. Square footage for each function performed is 1800' for mail breakdown and handling, 126' total for the two parcel post windows, and 180' office space.

b. MAO has a building of 60' x 30'. Mail breakdown and handling has 875 sq ft and two parcel post windows have a total of 70 sq ft.

FACILITIES

TYPE BUILDING

APO	Type Building	SQUARE FEET			FINANCE WINDOWS		Age of Building	Condition
		Floor	Finance	Admin	Parcel Post	Money Order		
96208	Quonset Hut	250	100	50	1	1	20 years	Good
96212	-	-	-	-	-	-	-	-
96218	Brick	2000	300	500	2	1	15 years	Good
96220	-	-	-	-	-	-	-	-
96224	Cement	3000	400	500	3	3	10 years	Good
96231	Quonset Hut	300	180	50	1	1	20 years	Good
96251	Cement	2400	700	300	5	5	3 years	Good
96259	Prefab	2300	300	500	2	1	14 years	Poor
96271	Prefab	880	730	600	2	2		Poor
96301	Brick	5010	1000	2960	3	3	40 years	Good
96302	-	-	-	-	-	-	-	-
96335	Quonset Hut	1200	-	-	-	-	20 years	Poor
96358	Cement	3800	800	900	2	2	4 years	Good
96370	Cement	250	200	-	1	1	7 years	Good
96397	Stone	400	300	-	1	1	20 years	Good
96460	Quonset Hut	1200	300	50	1	1	20 years	Good
96483	Cement	1200	500	300	2	2	15 years	Fair
96488	-	-	-	-	-	-	-	-
96571	Cement	10600	800	2000	0	0	10 years	Good

ANNEX D

PROPOSED CENTRALIZED ORGANIZATION AN OUTPUT OF THE ARMY POSTAL ORGANIZATION STUDY

CONTENTS

Introduction	
Part A	World-Wide organization
Part B	Hq, US Army Postal Command
Part C	New York Military Mail Terminal
Part D	San Francisco Military Mail Terminal
Part E	Hq, US Army Postal Command Europe, Middle-East, and Africa
Part F	Hq, US Army Postal Command Far East
Part G	Hq, US Army Postal Command USA

Introduction

1. Purpose. To provide a centralized world-wide Army postal organization for testing against the criteria for an effective postal organization developed during phase I of the Postal Organization Study and for staff commentary from other directorates and offices of TAGCEN. The results of the testing and staffing will be presented in a later document.

2. Methodology

a. The organization described in this document is derived from:

(1) Organization, functions, and manpower documents of the Army postal service.

(2) Organization, functions, and manpower documents of the USAF Postal and Courier Service.

(3) Responses to questionnaires submitted during phases I and II of the Organization Study to the major commands, military mail terminals, and divisions of the Postal Directorate, TAGCEN.

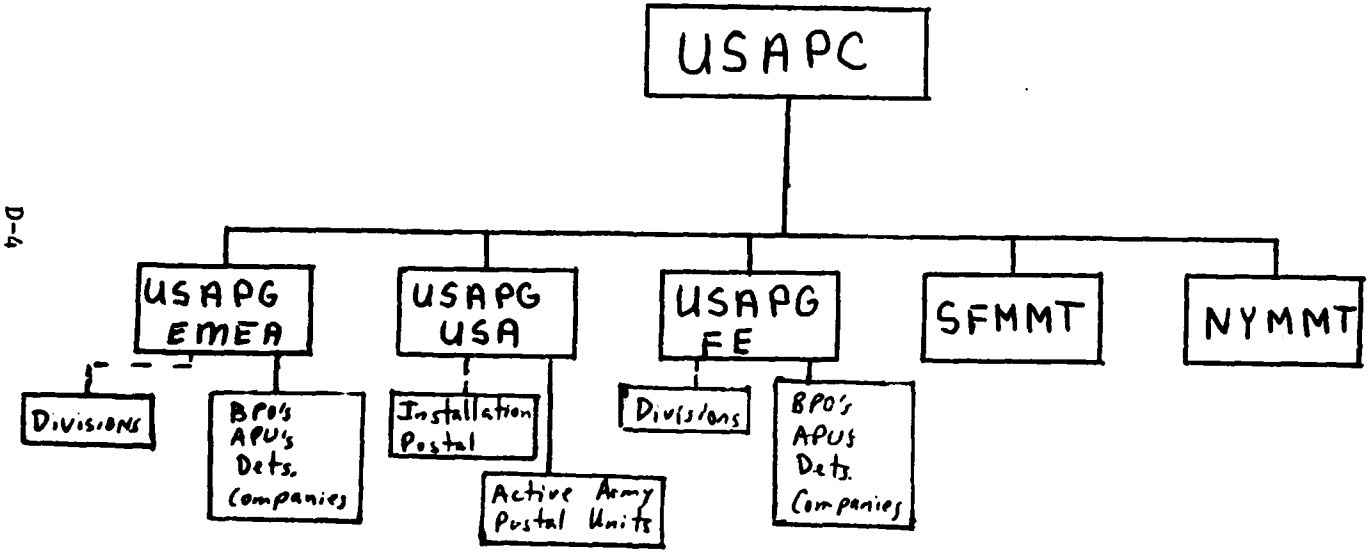
(4) Information obtained by the project manager during staff visits to Europe and the Far East during phase III of this study.

b. It is not intended that the organization described herein would assume any more functions from supported commands than absolutely necessary. It would, however, create a context within which the Army's postal mission would be better managed with greater potential for operating economy. Ideally, the host commands would provide the support they now provide, such as transportation, budget and fiscal administration, facilities, personnel administration, and non-postal operating supplies and equipment.

c. This organization does not extend below major command level (i.e. to the operating unit level) except to indicate that the organizations described herein command and have operational control over the postal operating units within their geographic areas of responsibility. Not resolved at this time is the relationship of the postal groups to the postal sections of divisions and separate brigades. This relationship might be that of technical supervision or actual operational control. This question will be resolved when the organization is tested.

3. Organization of the document is contained in the table of contents. Each part, except Part A, consists of an organizational chart, functional listing, and table of distribution (personnel only). Part A contains an organizational chart and a summary listing of the personnel requirements for the entire organization, except the postal operating units.

US ARMY POSTAL ORGANIZATION



Legend

———— Command

– – – – – – – – Staff supervision (except Europe, where it is technical or operational control).

USAPC = US Army Postal Command

USAPG = US Army Postal Group

EMEA = Europe, Middle East, and Africa

USA = United States of America (including possesions)

FE = Asia

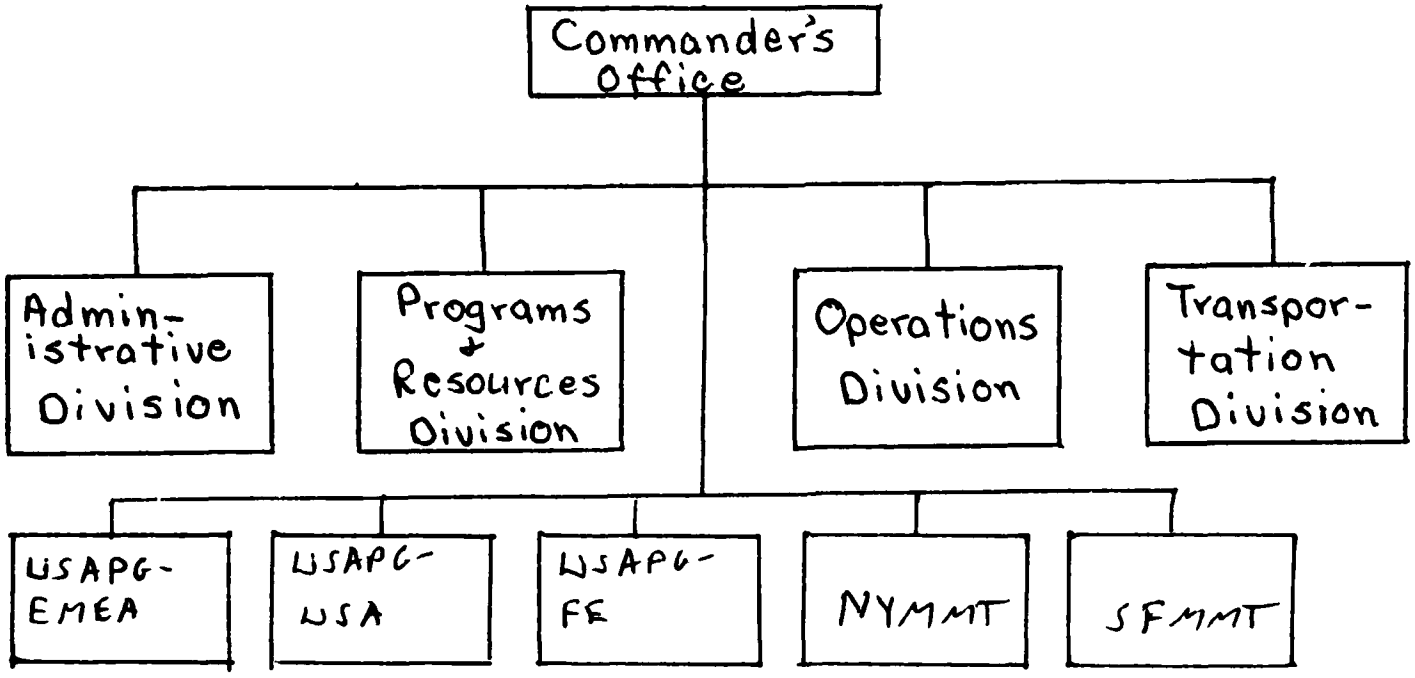
SFMMT = San Francisco Military Mail Terminal

NYMMT = New York Military Mail Terminal

Personnel Requirements, US Army Postal Command (Command and Group Headquarters and MMTs)

	Officers						Enlisted						Civilians (US)								IC	Total
	06	05	04	03	02	Total	E8	E7	E6	E5	E4	Total	12	11	9	7	6	5	4	3	Total	01	
HQ, USAPC	1	4				5	5	1			1	7	1	7	1		2		4		15	0	27
HQ, USAPCUSA		1	1	3		5	1	1				2		1				1	1		3	0	10
HQ, USAPGEMEA	1	1	1	4		7	1	5	4	1	3	14		6	8			1	2	1	18	63	102
HQ, USAPGFE		1	1	3	1	6	1	1		1	1	4			1			1			2	0	12
NY, MMT			1		1	2						0		1	1	1		4	5		12	0	14
SF, MMT			1			1						0	1		3		3	3	2		12	0	13
TOTALS	2	7	5	10	2	26	8	8	4	2	5	27	2	15	14	1	5	10	14	1	62	63	178

HQ, US ARMY POSTAL COMMAND



FUNCTIONAL STATEMENT, US ARMY POSTAL COMMAND

1. Commander.

Exercises command, administrative, operational, and technical control over assigned units and facilities, budgetary appropriations, and postal operations of the USAPC.

2. Administrative Division.

a. Established USAPC-wide policies governing administrative procedures, functions, and services.

b. Advises and assists the commander in making decisions and taking actions on administration matters.

c. Advises other divisions on administration matters and maintains a working relationship with enhances cooperative effort and improves administration operations.

d. Identifies applicable systems, methods, and standardized practices established for the functional area by higher authority and supervises their adoption, application, and use.

e. Provides guidance, assistance, and staff surveillance over subordinate units in areas of administration.

f. Functions as the prime representative for all civil service employees to include maintenance, submission, receipt of time cards, payroll checks, etc.

g. Reviews and evaluates the quality of manuscripts for proposed USAPC regulations, supplements, visual aids, operating instructions, etc., to determine if idean presented are logical, well organized, adequate, and in conformance with guidelines established by higher headquarters.

h. Researches manuscript contents checking for duplication of information, abbreviations, symbols, conflicting instructions to higher headquarters standard publications, etc.

i. Reviews with author of each submitted manuscript proposed changes regarding organization of text, conflicting or inaccurate statements, proposed tone and style of writing to be used, grammar, spelling and punctuation corrections, format, and ditorial rules and standards to conform with existing directives regarding standard publications.

j. Coordinates publication of all regulations, supplements and circulars.

k. Designs blank forms for world wide usage, coordinating with all offices of primary interest including the USAF, Navy, and other governmental agencies as required.

l. Distributes official communications to the division of the headquarters and subordinate organizations.

m. Maintains document security accountability of classified material being processed.

n. Evaluates records management of the headquarters to assess the validity of requirements for creation, retention, preservation, disposition, retirement, or transfer of official records.

o. Provides guidance and assistance in proper maintenance and disposition of all records, establishing offices of record, reporting records holdings, proper use of filing supplies and equipment.

p. Controls the acquisition and use of all filing and related equipment used within HQ USAPC.

q. Coordinates operational assistance and analysis visits in all areas of administration to include organization, publications management, forms management, publications and forms.

r. Develops policy for distribution management, special orders, printing, duplicating, copy management, documentation management, document storage and retrieval, correspondence management, distribution systems, message management, office address symbols, abbreviations, and terminology.

3. Programs and Resources Division.

a. Budget Branch.

(1) O & M Budget.

(a) Prepares the budget from inputs from the field, data available in the Budget Branch, knowledge of future requirements, other data. Writes marrative explanation/justification for each type of expense category.

(b) Defends and explains all parts of the budget at meetings as required.

(c) Monitor/reviews the status of USAPC financial plan during the year. Make reprogramming changes between elements of expense as required.

(d) Based on amount received, distributes financial plan to the Hq and groups. Provides advice and assistance to headquarters divisions and to financial managers in each group.

(e) Prepares and defends revisions to the financial plan.

(2) APO Mail Budget.

(a) Prepares the estimated cost of transportation of mail by each of the five categories (Air Mail, Military Official Mail, Space Available Mail, Military Airlift Command, and Rail). Budget is prepared from past performance statistics, knowledge of future requirements, and other data. Writes narrative explanation for each category.

(b) Defends and explains the budget submission as required.

(c) Maintains cost records of funds obligated for transportation of mail.

(d) Prepares and defend revisions to the financial plan.

(3) Computes, prepares, justifies and submits to TAGCEN Comptroller budgetary reimbursement to the USPS for Department of the Army official indicia mail and the postage free mail.

(4) Determines distribution of and monitors the execution of the annaul and quarterly USAPC budget authority.

(5) Provides budgetary advice and furnished assistance and guidance to Staff Offices and subordinate financial managers on USAPC financial matters.

(6) Develops and submits worldwide Army mail budget, requirements and financial plan by mode (commercial air, or MAC) and category of mail (Air Mail, Military Official Mail, Space Available Mail), TAGCEN Comptroller.

b. Logistics Branch.

Responsible for coordinating requisitioning, budgeting, and accounting for all equipment used within USAPC monitoring of equipment authorizations for inclusion in TOE and TDA, monitoring of host/tenant agreements consummated between USAPC units and host installations; monitoring the pick-up and redistribution of excess USPS equipment, i.e., lock boxes, mail distribution cases, tables, etc.; and the review, justification and reclama actions, if required, on all USAPC space requirements, including leasing and new construction of post offices. Monitors the Cost Reduction Program. Serves as back-up support witness regarding military construction program for USPS/USAPC functions.

c. Plans Branch.

Develops establishes and maintains methods and procedures for plans and programs affecting USAPC. Develops operational concepts reflecting basic HQ structure and plans to support and implement emergency, intermediate, mobilization and wartime plans. Develops guidance, gains coordination, and reviews USAPC inputs to DA and major command plans relating to postal support worldwide. Formulates and develops USAPC plans and programs, provides guidance and procedures for their interpretation and implementation.

d. Management Analysis Branch.

Responsible for extracting, compiling, recording and analyzing data from recurring and special reports on cost, personnel, operations and equipment. Identifies areas requiring attention and improvement. Prepares and maintains a statistical notebook for the commander and staff management needs. Develops USAPC portion of the TAGCEN quarterly review and analysis.

4. Postal Operations Division.

a. Reviews and researches US Postal Service Manuals, directives, bulletins and other publications to identify changes in postal procedures effecting the US Army.

b. Writes, reviews and revises directives regarding postal procedures applicable to all Army activities, such as AR 65-1 and 65-75.

c. Coordinates operational analysis and assistance visits to worldwide postal activities.

d. Provides technical assistance to USAF and Navy postal activities when requested to insure mission accomplishment within the total military postal complex.

e. Coordinates with the US Bureau of Customs on controlling and eliminating narcotics and other dangerous drugs from the military mail system.

f. Evaluates suggestions relative to civil or military postal system and implements those approved.

g. Insures continuity and compatability of the domestic and military postal systems by frequent coordination with the USPS, DOD, USAF, Navy, Department of State and other governmental activities interfacing with the Army postal system.

h. Provides Army activities with the proper procedures for using the State Department Pouch system.

i. Investigates and prepares replies to complaints, including Congressional and Executive inquires regarding irregularities, loss, damage and delay of mail.

j. Develops and coordinates proficiency training for postal personnel with appropriate training activities.

k. Develops operational checklists to assist supervisors in evaluating and managing postal activities.

l. Monitors and evaluates the postal operations course at the Adjutant General's School to insure procedures are taught and that training conducted contributes to the operational effectiveness of newly assigned personnel.

m. Develops unit mail clerk tests in accordance.

n. Develops inspection checklists to evaluate performace of unit mail rooms.

o. Develops visual aids to assist patrons in identifying available postal services.

p. Implements DOD procedures to control and eliminate contraband in military services.

q. Prepares reports of inspection to document findings and reviews completed reports to insure necessary action has been taken.

r. Evaluates postal problem areas, determines the necessity for staff assistance visits and identifies staff agencies needed for team composition.

s. Establishes, relocates, designates and discontinues US Army postal activities.

t. Monitors reports of postal offense and incidents and takes corrective action when trends are established.

u. Monitors non-postal investigative reports involving USAPC personnel to insure they meet the standards of retention in the postal field.

v. Develops procedures implementing DOD policy in the use and management of official mail within the Army. Assists official mailers in resolving mail handling problems.

w. Monitors the use of the Army indicia.

x. Assists Army activities in the establishment and use of the pouch system.

y. Monitors overages and shortages in postal accounts and Boards of Inquiry, and coordinates with the USPS to protect funds advanced to the Army by the USPS.

z. Monitors postal claims initiated against US Army.

aa. Processes IG inspection reports for USAPC.

bb. Performs as the sole point of contact for the US Army regarding postal operational matters with the USPS, DOD, the military services and other governmental agencies. Represents the US Army on all postal committees and conferences.

5. Transportation.

a. Manages worldwide movement of mail in Army areas of responsibility.

(1) Develops, implements and administers procedures and techniques for optimum and secure transportation of mail by all modes and combinations thereof, both domestic and international and between and within oversea areas.

(2) Develops policies, procedures, and plans in support of Department of Defense objectives which relate to mail traffic management and all services incident thereto.

b. Provides technical transportation advice on matters as they relate to postal transportation operations.

c. To the extent that the mode of transportation has not been dictated by the DOD, Congress or by the individual patron in his purchase of postal service, Hq USAPC prescribes the mode of transportation for all categories of mail, and, based on carrier performance, establishes criteria for the selection of a mode or the specific carrier within a mode.

d. Evaluates utilization of carriers, routes, and schemes and takes necessary action to insure USPS and DOD transportation policies are applied and that the results obtained will stand the tests of traffic management.

e. Analyze reports and statistical data pertaining to mail transportation and recommends appropriate action when necessary. These reports include transit time studies, reports of air carrier irregularities, mail volumes, and errors in make-up and disposition of mail.

f. Compiles mail transportation data on amounts and categories of APO mail moved worldwide for use in joint Army/Air Force forecasting of space requirements by mode (commercial air, MAC, MSC) and destination.

g. Validates mail transportation billings submitted by MAC, MSC, and US and foreign air carriers.

h. Provides APO mail transportation information and statistical data to Congress, DoD, USPS, Air Staff, MAC and others as required.

i. Maintains liaison with operational representatives of USPS, DoD, Civil Aeronautics Board (CAB), USAF, Navy, Transportation Single Managers (MAC, MSC, MTMTS), and carriers on mail handling, billing procedures, packaging, labeling, manifesting, routing, containerization of any other matters involved in the movement of mail.

Personnel Requirements for Headquarters, US Army

Postal Command

Para	Line	Description	GR	MOS	ASI/ LIC	BR	ID	REQ
001	00	Commander's Office						
001	01	Commander	06	00030	42	AG	K	1
001	02	Executive Officer	05	00030	42	AG	K	1
001	03	Secy/Steno	06	00318		GS	C	1
		Paragraph total						3
002	00	Administrative Division						
002	01	Admin. Officer	11	00301		GS	C	1
002	02	Administrative Supv.	E8	071L50		NC	I	1
002	03	Clerk Typist	04	00322		GS	C	1
002	04	Clerk Typist	E4	071B20			I	1
		Paragraph total						4
003	01	Programs and Resources Division						
003	01	Chief	05	00030	42	AG	K	1
003	02	Budget Analyst	12	00560		GS	C	1
003	03	Postal Supervisor-Finance	E8	071F50		NC	I	1
003	04	Postal Officer	11	00301		GS	C	3
003	05	Postal Supervisor - Plans	E8	071F50		NC	I	1
003	06	Clerk Typist	04	00322		GS	C	1
		Paragraph total						8
004	00	Operations Division						
004	01	Chief	05	00030	42	AG	K	1
004	02	Asst. Opns. Off	11	00301		GS	C	2
004	03	Opns NCO	E8	071F50		NC	I	1
004	04	Opns NCO	E7	071F40		NC	I	1
004	05	Clerk-Typist	04	00322		GS	C	1
		Paragraph total						6
005	00	Transportation Division						
005	01	Chief	05	00030	42	AG	K	1
005	02	Trans. Staff Off	11	02101		GS	C	1
055	03	Trans. NCO	E8	071F50		NC	I	1
005	04	Trans. Specialist	09	02101		GS	C	1
005	05	Trans. Statistical Clk	06	01531		GS	C	1
005	06	Clerk-typist	04	00322		GS	C	1
		Paragraph total						6
		TDA Total						27

RECAPITULATION

Military

Officers	5
Warrant Officers	0
Enlisted	7
Total military	12

Civilian - direct hire

GS	15
WB	0
Other	0
Total civilian	15

Total TDA

By grade, ASI/LIC, branch

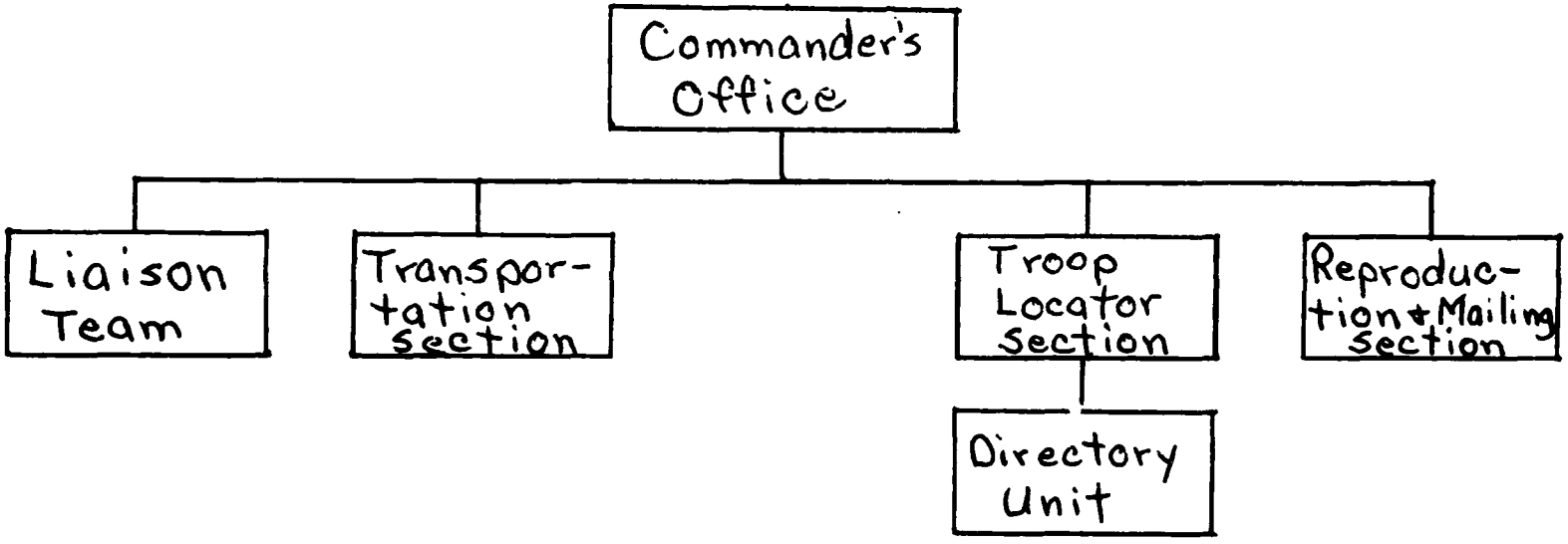
Officers

	GR	MOS	ASI	LIC	BR	REQ
	06	00030		42	AG	1
	05	00030		42	AG	4
Total						5
Enlisted	E8	071L 50			NC	1
	E8	071F50			NC	4
	E7	071F40			NC	1
	E4	071B20			NC	1
Total						7
Total military						12

Civilians - direct hire

12	00506			GS	1
11	00301			GS	6
11	02101			GS	1
09	02101			GS	1
06	01531			GS	1
06	00318			GS	1
04	00322			GS	4
Total					15
Total TDA					27

NYMMT


Commander's Office
Liaison Team
Transportation section
Troop Locator section
Reproduction + Mailing section
Directory Unit

U. S. ARMY MILITARY MAIL TERMINALS (NEW YORK, SAN FRANCISCO)

Serves as APO Postal Transportation and Operations Adviser to Army Postal Directorate and, as such, conducts indepth studies of dispatch and transportation requirements to determine policy and procedure changes as needed.

Provides necessary instructions to local regional postal officials, and local and other postmasters, as appropriate, for processing, routing and dispatching Army and Air Force APO mails.

Monitors the distribution and dispatch of military mail in various sections of the postal concentration center (PCC) to insure optimum breakdown to units for expediting delivery after arrival in overseas area, and to insure that postmasters are responsive to transportation policies of the military which differ in some respects from civil post office policy.

Assists military and other government mailers in expediting the dispatch of supply items at the least cost to the Federal Government. Monitors the outward flow of military mail in order to detect and report upon apparent abuses of premium services. Corrects the abuses by downgrading to the proper mode of transportation commensurate with the Required Delivery Date (RDD), and computes and reports such savings in pounds and dollars to the Director, Army Postal Services Directorate. Visits major depots and other major official mailers and provides mailing instructions and advice as needed.

Compiles, publishes, and distributes the Military Post Office Location List, Mail Distribution Scheme, Area Mail Distribution Instructions and Labeling Catalog, and Labeling and Massing Instructions (AIR, MOM and SAM).

Monitors retrograde military mail to detect and report any irregularities and to insure expeditious domestic dispatch.

Maintains liaison with the Mail Division, U. S. Treasury Department Bureau of Customs to insure expeditious processing of retrograde APO mails through Bureau of Customs facilities and to obtain information as to government property, explosives and/or other non-mailables intercepted which had been mailed at Army APOs.

Provides liaison service for overseas commanders and the Department of the Army and Department of the Air Force, with postmasters, regional postal officials, Military Traffic Management Command, Military Ocean Terminals, Military Sealift Command, Military Airlift Command, custom officials, airline and steamship line officials, and coordinates movement of mail through and by these agencies.

Monitors and coordinates the requisitioning of postage stamps, stamped paper, blank money orders, slide labels, facing slips, and expendable and nonexpendable postal supplies.

Provides directory service for incorrectly or incompletely addressed APO mail.

Monitors fixed credits extended custodians of postal effects by U. S. Postal Service to assure amount is reasonable and consistent with the mission and requirements of the APO concerned. Coordinates with USPS, request for increase of fixed credits to COPE during peak mailing periods and requests for retention of cash in excess of 25 percent of fixed credit extended by COPE to postal clerks, as required.

Maintains records of reserve APO numbers and related postmarking devices. Upon opening of a new APO assures that postmarking devices and necessary equipment is furnished the Director of Postal Operations of the appropriate command.

Conducts annual inspection of all Army APOs in the Pacific Area (SPMMT) Atlantic Area (EUMMT) and performs other liaison with overseas commanders as directed by the Army Postal Directorate.

Monitors JUMPS - Army shipments arriving from Indianapolis to ensure priority handling and expedited movement to end destination.

Maintains liaison with overseas commanders and USPS officials for prompt repair and replacement of postal equipment.

Monitors all claims for loss or damage to registered mail originating at or addressed to Army APOs.

Personnel Requirements for NYMMT

Para	Line	Description	GR	MOS	ASI/LIC	BR	ID	REQ
001	00	Commander's Office						
001	01	Commander	04	00030	42	AG	K	1
001	02	Postal Opns Off	11	00301		GS	C	1
001	03	Admin Clerk	05	00301		GS	C	1
		Paragraph Total						3
002	00	Air Mail Liaison Office						
002	01	Air Mail Liaison Off	02	00030	42		K	1
		Paragraph Total						1
003	00	Transportation Section						
003	01	Transportation Asst.	09	07101		GS	C	1
003	02	Mail Dispatcher	05	00301		GS	C	1
003	03	Statistical Clerk	04	01531		GS	C	1
003	04	Clerk-typist	04	00322		GS	C	1
		Paragraph Total						4
004	00	Troop Locator Section						
004	01	Mail Supv.	07	00305		GS	C	1
004	02	Scheme Techn.	05	00305		GS	C	1
004	03	Clerk-typist	04	00322		GS	C	1
		Paragraph Total						3
005	00	Directory Section						
005	01	Mail Clerk	04	00305		GS	C	2
		Paragraph Total						2

006	00	Reproduction and Mailing Unit				
006	01	Offset Pressman Foreman	05	04417	WS	C
		Paragraph Total				
		TDA Total				1

RECAPITULATION

Military

Officer s	2
Warrant Officer s	0
Enlisted	0
Total Military	2

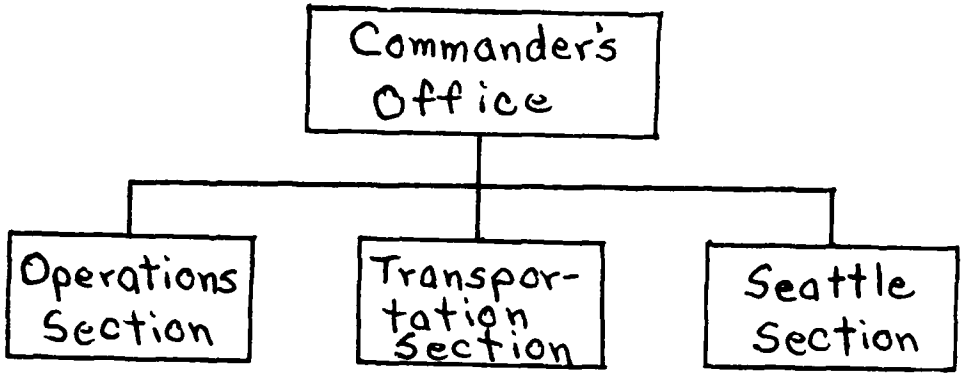
Civilian - direct hire

GS	11
WB	1
Other	0
Total Civilian	12
Total TDA	14

By grade, ASI/LIC. branch:

	GR	MOS	ASI	LIC	BR	REQ
Officers	04	00030		42	AG	1
	02	00030		42	AG	1
	Total					2
Enlisted						0
Civilian	11	00301			GS	1
	09	02101			GS	1
	07	00305			GS	1
	05	00301			GS	2
	05	00305			GS	1
	05	04417			WB	1
	04	01531			GS	1
	04	00322			GS	2
	04	00305			GS	2
	Total					12

SFMMT


Commander's Office
Operations Section
Transpor-tation Section
Seattle Section

U. S. ARMY MILITARY MAIL TERMINALS (NEW YORK, SAN FRANCISCO)

Serves as APO Postal Transportation and Operations Adviser to Army Postal Directorate and, as such, conducts indepth studies of dispatch and transportation requirements to determine policy and procedure changes as needed.

Provides necessary instructions to local regional postal officials, and local and other postmasters, as appropriate, for processing, routing and dispatching Army and Air Force APO mails.

Monitors the distribution and dispatch of military mail in various sections of the postal concentration center (PCC) to insure optimum breakdown to units for expediting delivery after arrival in overseas area, and to insure that postmasters are responsive to transportation policies of the military which differ in some respects from civil post office policy.

Assists military and other government mailers in expediting the dispatch of supply items at the least cost to the Federal Government. Monitors the outward flow of military mail in order to detect and report upon apparent abuses of premium services. Corrects the abuses by downgrading to the proper mode of transportation commensurate with the Required Delivery Date (RDD), and computes and reports such savings in pounds and dollars to the Director, Army Postal Services Directorate. Visits major depots and other major official mailers and provides mailing instructions and advice as needed.

Compiles, publishes, and distributes the Military Post Office Location List, Mail Distribution Scheme, Area Mail Distribution Instructions and Labeling Catalog, and Labeling and Marking Instructions (AIR, MDM and SAM).

Monitors retrograde military mail to detect and report any irregularities and to insure expeditious domestic dispatch.

Maintains liaison with the Mail Division, U. S. Treasury Department Bureau of Customs to insure expeditious processing of retrograde APO mails through Bureau of Customs facilities and to obtain information as to government property, explosives and/or other non-mailables intercepted which had been mailed at Army APOs.

Provides liaison service for overseas commanders and the Department of the Army and Department of the Air Force, with postmasters, regional postal officials, Military Traffic Management Command, Military Ocean Terminals, Military Sealift Command, Military Airlift Command, custom officials, airline and steamship line officials, and coordinates movement of mail through and by these agencies.

Monitors and coordinates the requisitioning of postage stamps, stamped paper, blank money orders, slide labels, facing slips, and expendable and nonexpendable postal supplies.

Provides directory service for incorrectly or incompletely addressed APO mail.

Monitors fixed credits extended custodians of postal effects by U. S. Postal Service to assure amount is reasonable and consistent with the mission and requirements of the APO concerned. Coordinates with USPS, request for increase of fixed credits to CONUS during peak mailing periods and requests for retention of cash in excess of 25 percent of fixed credit extended by CONUS to postal clerks, as required.

Maintains records of reserve APO numbers and related postmarking devices. Upon opening of a new APO assures that postmarking devices and necessary equipment is furnished the Director of Postal Operations of the appropriate command.

Conducts annual inspection of all Army APOs in the Pacific Area (SWPMT) Atlantic Area (NYPMT) and performs other liaison with overseas commanders as directed by the Army Postal Directorate.

Monitors JUMPS - Army shipments arriving from Indianapolis to ensure priority handling and expedited movement to end destination.

Maintains liaison with overseas commanders and USPS officials for prompt repair and replacement of postal equipment.

Monitors all claims for loss or damage to registered mail originating at or addressed to Army APOs.

Personnel Requirements for SFMMT

Para	Line	Description	GR	MOS	ASI/LIC	BR	ID	REQ
001	00	Commander's Office						
001	01	Commander	04	00030	42	AG	K	1
001	02	Postal Opns Off	12	00301		GS	C	1
001	03	Secretary/Steno	05	00318		GS	C	1
		Paragraph Total						3
002	00	Operations Section						
002	01	Postal Opns Off	09	00301		GS	C	1
002	02	Postal Coordinator	06	00301		GS	C	1
002	03	Postal Coordinator	06	00301		GS	C	1
002	04	Administrative Clk	05	00301		GS	C	1
002	05	Clerk-typist	04	00322		GS	C	1
		Paragraph Total						5
003	00	Transportation Section						
003	01	Transportation Officer	09	00301		GS	C	1
003	02	Postal Coordinator	06	00301		GS	C	1
003	03	Trans Coordinator	05	00301		GS	C	1
003	04	Reports Clerk	04	00301		GS	C	1
		Paragraph Total						4
004	00	Seattle Operations Branch						
004	01	Postal Opns Off	09	00301		GS	C	1
		Paragraph Total						1

Total TDA	13

RECAPITULATION

Military

Officer s	1
Warrant Officer s	0
Enlisted	0
Total	2

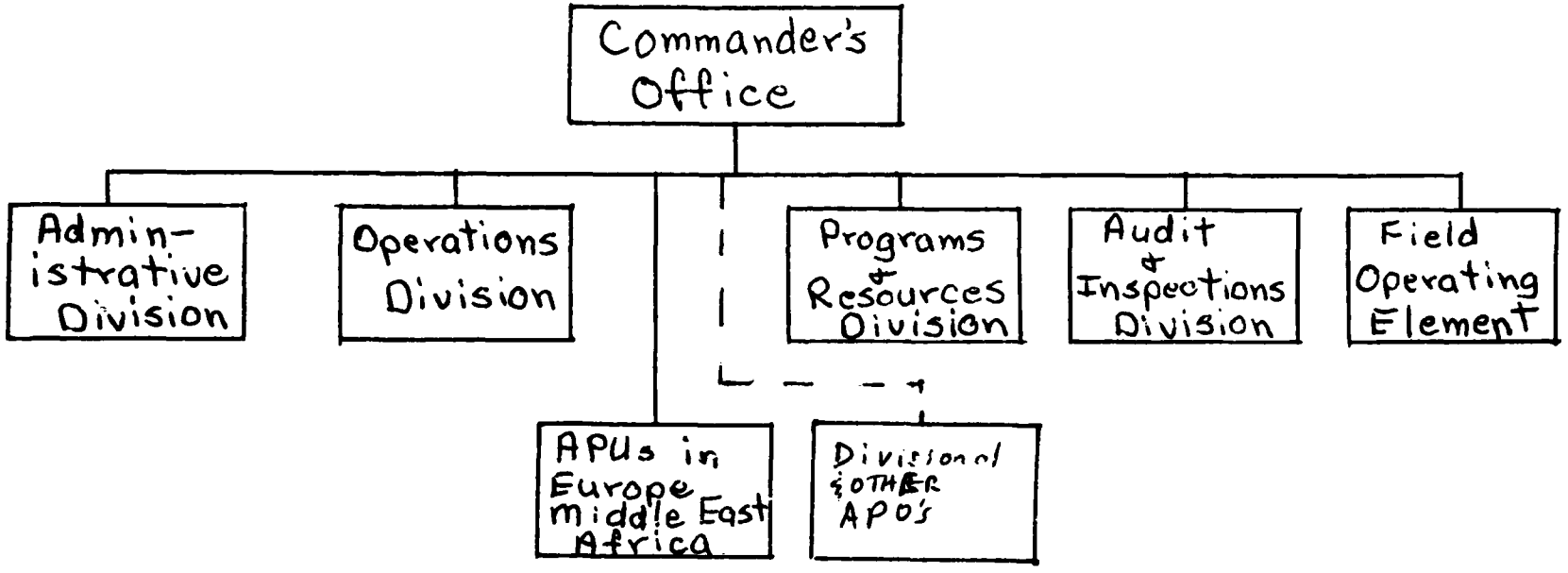
Civilian - direct hire

GS	12
WB	0
Other	0
Total	12
TDA Total	13

By grade, ASI/LIC, branch

	GR	MOS	ASI	LIC	BR	REQ
Officers	04	00030		42	AG	1
Civilians	12	00301			GS	1
	09	00301			GS	3
	06	00301			GS	3
	05	00318			GS	1
	05	00301			GS	2
	04	00322			GS	1
	04	00301			GS	1
	Total civilians					12

US ARMY POSTAL GROUP EUROPE, MIDDLE EAST, and AFRICA



PART E

Functional Statement, US Army Postal Group, Europe, Mid East, Africa

1. Command.

a. Exercise command and operational control over assigned districts (or units).

b. Manages all postal activities within area of responsibility.

c. Provides single point of contact for all MACOMs located within area of responsibility.

d. Acts for the Commander, USAPC as his field representative within area of responsibility.

2. Operations Division.

a. Formulates postal policy for Group activities.

b. Identifies requirements for budget, manpower, equipment and facilities. Submits these requirements to Group Programs and Resources Division.

c. Further defines selected HQ, USAPC policies to make them applicable to the Group.

d. Defines standards of service within those parameters established by HQ USAPC. Standards should include:

(1) Maximum and minimum total hours of financial service for APOs.

(2) Maximum and minimum total hours of window service for APOs.

(3) Minimum standards for mail delivery (Air, SAM, Surface, Directory).

(4) General constraints on other service provided by USAPC.

(5) Analyze selected activities within the region to insure compliance with:

(1) Host Government postal agreements.

(2) Army directives, policies, and standards.

(3) Group policy and standards.

f. Determines all transportation schedules affecting more than one APU.

g. Reviews all transportation schedules and directs changes to minimize transit times and costs.

h. Reviews suggestions from APUs for alternate modes of transportation. Makes recommendations and forwards to HQ, USAPC.

i. Supervises the training programs of assigned units.

j. Performs the postal function for HQ, USAREUR and seventh Army.

3. Programs and Resources Division.

a. Controls Group resources: budget, manpower and equipment.

b. Receives budget, manpower, and equipment allocations from HQ, USAPC. Disburses budget to APUs. Identifies excess resources.

c. Receives requirements for resources from APU operations. Identifies resources for allocation from within Group or requests changes from HQ, USAPC.

d. Advises Group operations of MACOM plans and programs. Accomplishes frequent liaison with MACOM offices of manpower and organization, plans, and civil engineer to identify changing requirements for postal service.

4. Audit and Inspections Division.

a. Conducts audits as required by HQ, USAPC.

b. Directs APUs to perform assistance visits as dictated by mission requirements.

c. Performs assistance visits as required by operations or inspections.

5. Administrative Division.

a. Advises and assists the commander in administrative matters.

b. Identifies policies, systems, methods, and standardized practices established by higher authority and applicable to Group administration.

c. Provides staff guidance, assistance, and surveillance over lower echelons in areas of administration responsibility.

d. Provides all administrative support for the office.

e. Monitors assignments of all postal personnel in the US Army Europe and Seventh Army and the USAPGE-ME, including initial assignments of those newly arrived in USAREUR.

Personnel Requirements, USAPGEMEA:

Para	Line	Description	GR	MOS	ASI/LIC	BR	ID	REQ
001	00	Commander's Office						
001	01	Commander	06	00030	42	AG	K	1
001	02	Deputy Commander	05	00030	42	AG	K	1
001	03	Chief Postal NCO	E8	71F50		NC	I	1
001	04	Secy/Stenо	05	00318		GS	C	1
		Paragraph Total						4
002	00	Admin Div						
002	01	Chief	03	02110	41	AG	K	1
002	02	Admin. Supv.	E7	71L40		NC	I	1
002	03	Pers. Mgmt Supv.	E6	75C40		NC	I	1
002	04	Pstl. Admin Sp	E5	71L20			I	1
002	05	Pstl. Admin Clk.	E4	71F20			I	1
002	06	Clerk-typist	03	00322		GS	C	1
		Paragraph Total						6
003	00	Postal Operation Division						
003	01	Chief	04	00030	42	AG	K	1
003	02	Asst Postal Opns Off	03	00030	42	AG	K	1
003	03	Pstl Opns Supv.	E7	71F40		NC	I	1
003	04	Log NCO	E7	76Y4K		NC	I	1
003	05	Asst Pstl Opns Supv.	E6	71F40		NC	I	1
003	06	Mail Mvmt NCO	E6	71F40		NC	I	1
003	07	Pstl. Admin Clk.	E4	71F20			I	1
003	08	Clerk-typist	04	00322		GS	C	1
003	09	Asst Postal Off	11	00301		GS	C	1
		Paragraph Total						9

004	00	Programs and Resources Division						
004	01	Chief	03	00030	42	AG	K	1
004	02	Budget Analyst	11	00560		GS	C	1
004	03	Pstl Supv-Finance	E7	71F40		NC	I	1
004	04	Pstl Supv-Units Opns	E6	71F40		NC	I	1
004	05	Asst Pstl Clk-MDS	E4	71F20			I	1
004	06	Admin Clk	01	00301		IC	C	1
		Paragraph Total						6
005	00	Audit and Inspection Division						
005	01	Chief	03	00030	42	AG	K	1
005	02	Postal Admin. Supv.	E7	71F40		NC	I	1
005	03	Asst Pstl. Off	09	00301		GS	C	1
005	04	Clerk-typist	03	00322		GS	C	1
		Paragraph Total						4
006	00	Field Operating Element						
006	01	Asst Pstl Off	11	00301		GS	C	5
006	02	Asst Pstl Off	09	00301		GS	C	6
006	03	Admin Clerk	01	00301		IC	C	3
006	04	Mail File Clerk	01	00305		IC	C	35
006	05	Clerk-typist	01	00322		IC	C	1
006	06	Supply Clerk	01	02005		IC	C	1
006	07	Laborer	01	03502		IC	C	6
006	08	Dock Worker	01	03502		IC	C	3
006	09	Driver	01	05703		IC	C	5
006	10	Forklift Opr.	01	05704		IC	C	2
006	11	Kitchen Helper	01	07408		IC	C	6
		Paragraph Total						73

RECAPITILATION

Military

Officer s	7
Warrant Officer s	0
Enlisted	14

Total military	21
Civilian - Direct Hire	
GS	18
WG	0
Other	0
Total civilians - direct hire	18
Total civilian - indirect hire	63
Total TDA	102

By grade, ASI/LIC, branch:

	GR	MOS	ASI	LIC	BR	REQ
Officers	06	00030		42	AG	1
	05	00030		42	AG	1
	04	00030		42	AG	1
	03	00030		42	AG	3
	03	02110		41	AG	1
	Total					7
Enlisted	E8	71F50			NC	1
	E7	71L40			NC	1
	E7	71F40			NC	3
	E7	71Y40			NC	1
	E6	71F40			NC	3
	E6	75C40			NC	1
	E5	71L20				1
	E4	71F20				3
	Total					14
Total Military						21
Civilians - direct hire						
General Schedule						
	11	00301			GS	6
	09	00301			GS	8
	05	00318			GS	1
	04	00322			GS	2
	03	00322			GS	1
	Total					18

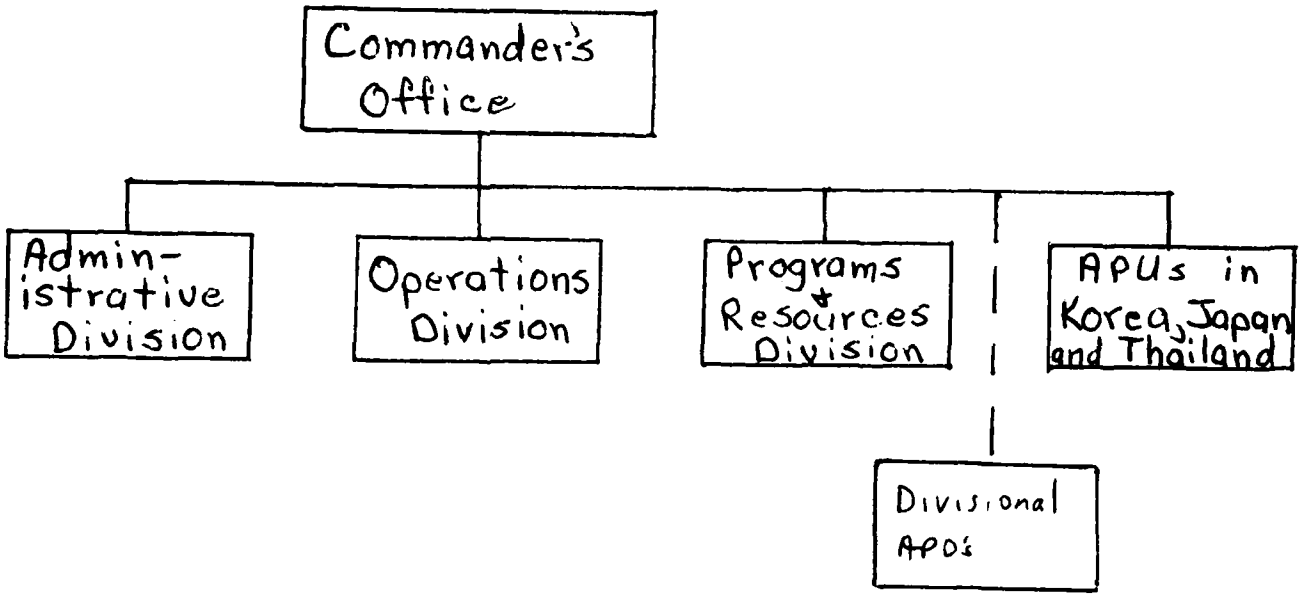
Civilians - indirect hire

01	00301	IC	4
01	00305	IC	35
01	00322	IC	1
01	02005	IC	1
01	03502	IC	9
01	05703	IC	5
01	05704	IC	2
01	07408	IC	6
Total			63

Civilian Total 81

TDA Total 102

US ARMY POSTAL GROUP, FAR EAST



FUNCTIONAL STATEMENT, US ARMY POSTAL GROUP FAR EAST

1. Command

a. Exercises command and control over assigned APUs.

b. Manages all postal activities within area of responsibility.

c. Provides single point of contact for all MACOM located within area of responsibility.

d. Acts for the Commander USAPC as his field representative within area of responsibility.

2. Administrative Division

a. Advises and assists the commander in administrative matters.

b. Identifies policies, systems, methods, and standardized practices established by higher authority and applicable to group administration.

c. Provides staff guidance, assistance, and surveillance over APU, in areas of administrative responsibility.

d. Performs administrative functions for the Group headquarters.

3. Operations Division

a. Formulates postal policy for group activities.

b. Identifies requirements for budget, manpower, equipment and facilities. Submits these requirements to the group Programs and Resources Division.

c. Further defines selected HQ USAPC policies to make them applicable to the group.

d. Defines standards of service for APUs within those parameters set up by HQ USAPC. Standards should include:

(1) Maximum and minimum total hours of financial service for APOs.

(2) Maximum and minimum total hours of window service for APOs.

(3) Minimum standards for mail delivery (Air, SAM, Surface, Directory).

(4) General constraints on other services provided by USAPC.

e. Analyzes selected activities within the region to insure compliance with:

(1) Host Government postal agreements.

(2) Army directives.

(3) USAPC policies, standards, and directives.

(4) Region policy and standards.

f. Coordinates all transportation schedules affecting more than one district.

g. Reviews all transportation schedules and directs changes to minimize transit times and costs.

h. Reviews suggestions from APUs for alternate modes of transportation. Makes recommendations and forwards to HQ USAPC.

i. Performs audits as required by HQ USAPC.

j. Performs assistance visits as dictated by mission requirements.

k. Directs APUs to perform assistance visits as required by mission requirements.

4. Programs and Resources Division

a. Controls group resources: budget, manpower and equipment.

b. Receives budget, manpower, and equipment allocations from HQ USAPC. Disburses budget to APUs. Identifies excess resources.

c. Receives requirements for resources from group operations. Identifies resources for allocation from within group or requests changes from HQ USAPC.

d. Advises group operations of MACOM plans and program action documents. Accomplishes frequent liaison with MACOM offices of the Adjutant General, operations, and engineers to identify changing requirements for postal service.

Personnel Requirements: USAPGFE

Para	Line	Description	GR	MOS	ASI/LIC	BR	ID	REQ
001	00	Commander's Office						
001	01	Commander	05	00030	42	AG	K	1
		Paragraph Total						1
002	00	Administrative Division						
002	01	Chief	03	02110	41	AG	K	1
002	02	Admin. Supv.	E8	71F50		NC	J	1
002	03	Admin. Spec.	E5	71L20			I	1
002	04	Clerk-typist	05	00322		GS	C	1
		Paragraph Total						4
003	00	Postal Operations Division						
003	01	Chief	04	00030	42	AG	K	1
003	02	Postal Opns Off	03	00030	42	AG	K	1
003	03	Postal Opns Off	02	00030	42	AG	K	1
003	04	Postal Opns Supv.	E7	71F40		NC	I	1
003	05	Clerk-typist	E4	71B20			I	1
		Paragraph Total						5
004	00	Programs and Resources Division						
004	01	Chief	03	00030	42	AG	K	1
004	02	Postal Officer	09	00301		GS	C	1
		Paragraph Total						2

RECAPITULATION

Military

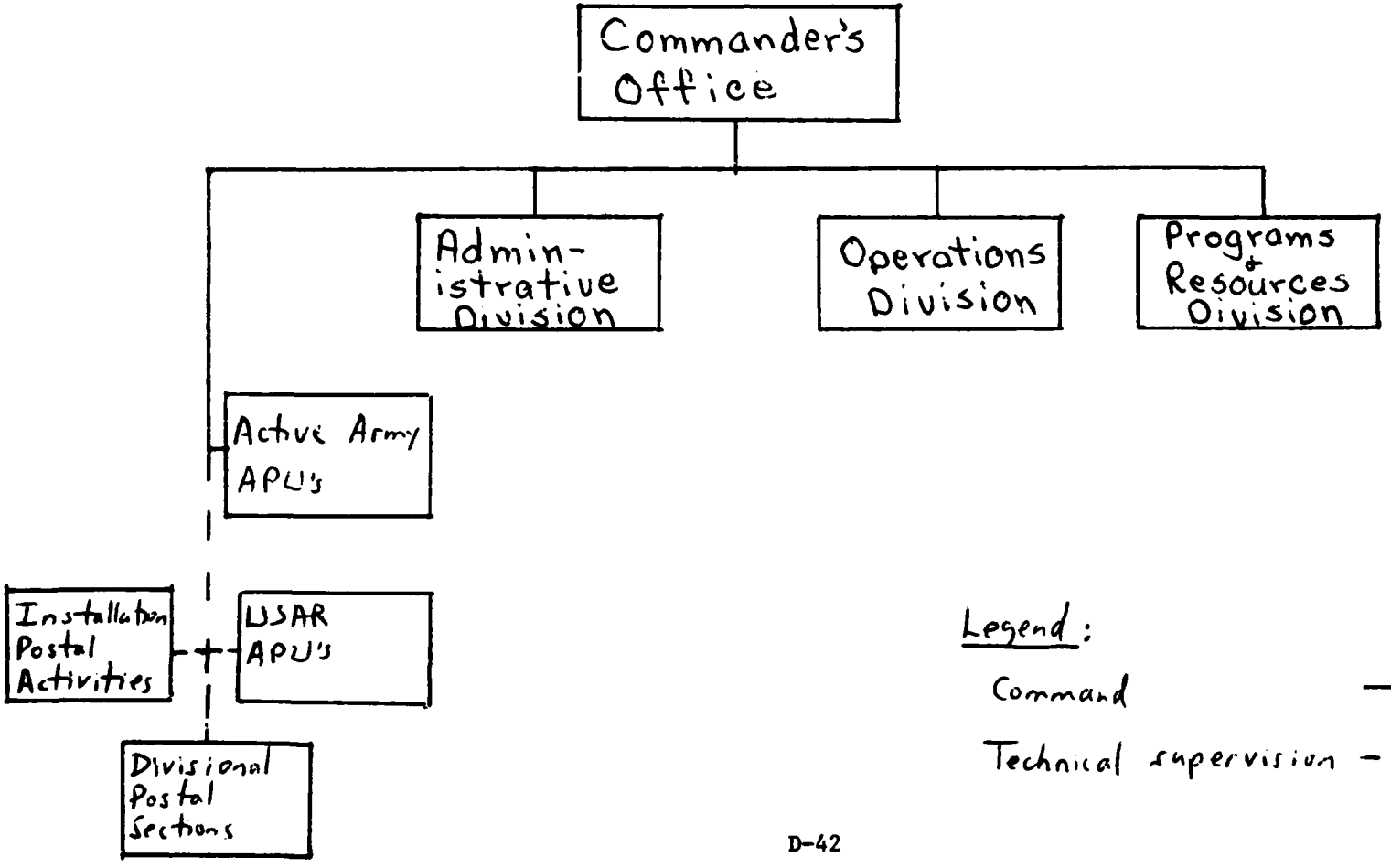
Officer's	6
Warrant Officer's	0
Enlisted	4
Total Military	10

Civilians - Direct Hire	
GS	2
WG	0
Other	0
Total civilians-direct hire	2

By grade, ASI/LIC, branch:

	GR	MOS	ASI	LIC	BR	REQ
Officers	05	00030		42	AG	1
	04	00030		42	AG	1
	03	00030		42	AG	3
	02	02110		41	AG	1
	Total					6
Enlisted	E8	71F50			NC	1
	E7	71F40			NC	1
	E5	71L20				1
	E4	71F20				1
	Total					4
Total Military						10
Civilians - direct hire						
General Schedule						
	09	00301			GS	1
	05	00322			GS	1
	Total					2
TDA Total						12

US ARMY POSTAL GROUP, USA



PART G

FUNCTIONAL STATEMENT

USA ARMY POSTAL GROUP USA

1. Command

a. Exercises command and control over assigned activities.

b. Manages all postal activities within area served by the United States Postal Service.

c. Provides single point of contact for all MACOM located within area of responsibility.

d. Acts for the Commander USAPC as his field representative within area of responsibility.

2. Operations Division

a. Formulates postal policy for Group activities.

b. Identifies requirements for budget, manpower, equipment and facilities. Submits these requirements to the Group Programs and Resources Division.

c. Further defines selected HQ USAPC policies to make them applicable to the region.

d. Defines standards of service for subordinate activities within those parameters set up by HQ USAPC. Standards should include:

(1) Maximum and minimum total hours of financial service for APOs or other servicing activities.

(2) Maximum and minimum total hours of window service for APOs or other servicing activities.

(3) Minimum standards for mail delivery (air, SAM, surface, directory).

(4) General constraints on other services provided by USAPC.

e. Analyzes selected activities within the Group to insure compliance with:

(1) Postal agreements.

(2) Army directives.

(3) USAPC policies, standards, and directives.

(4) Group policy and standards.

f. Assures audits and inspections are performed as required by HQ, USAPC.

g. Directs or performs assistance visits as dictated by mission requirements.

h. Coordinates all transportation schedules affecting more than one unit, installation, etc.

i. Reviews all transportation schedules and directs changes to minimize transit times and costs.

j. Reviews suggestions for alternate modes of transportation. Makes recommendations and forwards to HQ USAPC.

k. Provides postal technical guidance to MACOM and installation in geographic area of responsibility.

l. Supervises training of subordinate active Army and USAR postal units.

m. Reviews readiness reports of subordinate and USAR postal units and recommends actions to correct deficiencies.

n. Maintains liaison with divisions, separate brigades, and other formations not subordinate to brigades, and other formations not subordinate to the Group to assist in maintaining readiness of assigned postal elements.

3. Programs and Resources Division

a. Controls Group resources: budget, manpower and equipment.

b. Receives budget USAPC manpower, and equipment allocations from HQ. Disburses budget to activities. Identifies excess resources.

c. Receives requirements for resources from Group operations division. Identifies resources for allocation from within Group or requests changes from USAPC.

d. Advises Group operations of MACOM plans and programs. Accomplishes frequent liaison with MAJCOM offices of manpower, plans, and civil engineer to identify changing requirements for postal service.

4. Administrative Division

a. Advises and assists the commander in administrative matters.

b. Identifies policies, systems, methods, and standardized practices established by higher authority and applicable to region administration.

c. Provides staff guidance, assistance, and surveillance over lower echelons in areas of administration responsibility.

d. Provides all administrative support for the Group headquarters.

e. Maintains liaison with USAREC and units and installations authorized elisted postal personnel to ensure recruiting standards and requirements are met within parameters of Army priorities.

Personnel Requirements for USAPGUSA

Para	Line	Description	GR	MOS	ASI/ LIC	BR	ID	Req
001	00	Commander's Office						
001	01	Commander	05	00030	42	AG	K	1
		Paragraph Total						
002	00	Administrative Division						
	01	Chief	03	02110	41	AG	K	1
	02	Postal Supv	E8	71F50		NC	I	1
	03	Secy/Steno	05	00318		GS	C	1
		Paragraph Total						3
003	00	Operations Division						
	01	Chief	04	00030	42	AG	K	1
	02	Opns Off	03	00030	42	AG	K	1
	03	Postal Opns NCO	E7	71F40		NC	I	1
	04	Clerk Typist	04	00322		GS	C	1
		Paragraph Total						4
004	00	Programs and Resources Division						
004	01	Chief	03	00030	42	AG	K	1
004	02	Postal Officer	11	00301		GS	C	1
		Paragraph Total						2

RECAPITULATION

Military

Officers	5
Warrant Officers	0
Enlisted	2
Total Military	7

Civilians - Direct Line

GS	3
WB	0
Other	0
Total Civilians - Direct Line	3

Total TDA 10

By grade, ASI/LIC, branch

Officers

	GR	MOS	ASI	LIC	BR	Req
	05	00030		42	AG	1
	04	00030		42	AG	1
	03	00030		42	AG	2
	03	02110		41	AG	1
Total						5

Enlisted

	E8	71F50			NC	1
	E7	71F40			NC	1
Total						2

Civilian

	11				GS	1
	05				GS	1
	04				GS	1
Total						3

ANNEX E

TESTING OF CURRENT AND MODEL VERTICAL ORGANIZATIONS

After the current organization was documented and a model vertical organization developed, their capacities to fulfill the requirements of the criteria for an effective postal organization were tested. These tests are attached as appendices.

2 Inclosures
Appendix 1: Test of the Present Organization
Appendix 2: Test of the Vertical Organization

ARMY POSTAL ORGANIZATION STUDY:
TEST OF THE CURRENT ORGANIZATION

1. REFERENCES:

a. DF, DAAG-MAS, 10 January 1974, subject: Study Directive, Army Postal Organization, with Inclosure 1.

b. Performance standards for the Army postal service (reference 1a).

c. DF, DAAG-MAP, 23 September 1974, subject: Documentation of the Present Organization.

2. PURPOSE: This document tests the present Army postal organization against the criteria for an effective postal organization and analyzes decision-making.

3. ATTACHMENTS: The analysis is presented in the following nine inclosures.

a. Criterion 1: Provide prompt, efficient postal services to the soldier and the official customer based on service purchased, to include delivery of mail, postal financial services, claims assistance, and directorizing mail.

b. Criterion 2: Ensure the USPS and carriers fulfill transportation requirements.

c. Criterion 3: Ensure that operating APO's are equipped at USPS standards for garrison operations and standards to be established for field operations.

d. Criterion 4: Ensure that operating APO's receive postal operating supplies in sufficient quantity and on time.

e. Criterion 5: Maintain the integrity of the mails in accordance with public law and military regulation.

f. Criterion 6: Ensure that the Army postal service is economically operated.

g. Criterion 7: Provide adequate management at installation level.

h. Criterion 8: Assist in maintaining STRAF USAR and active Army units at appropriate readiness levels.

i. Decision analysis.

APPENDIX 1

4. CONCLUSIONS: The Army postal service (APS) requires improvement in the following areas:

a. Management indicators. Much of the data is collected, but no systemic approach is taken to problem identification and solution. A basic, Army-wide set of indicators is required.

b. Improvement of facilities in Europe and both garrison and field equipment Army-wide.

c. The APS does not have any comprehensive involvement in personnel selection, training, and assignment for soldiers holding MOS 71 F.

d. Postal budgeting is limited to TDY finding with transportation being budgeted and contracted for by non-postal activities, except at HQDA level, where the PSD is involved in transportation budgeting. The APS does not manage its intra-APO transportation in overseas areas.

e. Installation administrative services in the area of mail management are managed at the local level with some intervention by the MACOM on an exceptional basis. PSD provides regulatory guidance.

f. Readiness of CONUS Active Army and USAR postal units is left to FORSCOM; however, few of these units are actually included in the readiness reporting system.

g. Decision-making is based on local practices which do not provide systemic means of identifying problems to be solved.

5. RECOMMENDATIONS: The following should be included in the Plans and Programs Division FY 75 and 76 goals program.

a. Develop a set of Army-wide management indicators to be used at local, intermediate command, and DA levels.

b. Conduct a study of the APO postal and materials handling equipment status and requirements with the goal of equipping the APO's at the same standards the USPS equips its comparable activities.

c. Coordinate with FORSCOM, TRADOC, USAREC, MILPERCEN, and DCSPER-DA to develop simple procedures which will insure that PSD is aware of the current situation in the recruitment, training, and assignment of postal personnel and assists where possible; but, without interfering with the operations of these activities.

d. Include inter APO mail transportation costs in the management indicator system.

e. Determine means of improving the management of installation administrative services as they apply to mail management.

f. Coordinate with DCSOPS, DA, and FORSCOM to provide means of monitoring readiness of active Army and USAR postal units, with the establishment of management intervention points requiring action by PSD.

9 Incl
as

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1. Provide prompt, efficient postal services to the soldier based on service purchased, to include delivery of mail, postal financial services, claims assistance, and directorizing mail.	a. Transit times.	(1) PSD, TAGCEN. Transit times are surveyed by the MMT's and results reported to the USPS and commands concerned. However, loss of the 2d BPO ends this capability at the NYMMT. Loss of the 16th BPO would also terminate its study capacity.
		(2) USAREUR. HQ, USAPGE conducts intra-command transit time studies and uses results to detect problem APOs. Three to five reports a day are sent to the APO's.
		(3) USARJ. Mail transit surveys between Honshu and Okinawa are made and posted for use by patrons.
		(4) Eighth Army. Makes check - letter studies of mail transit time between Korea and other areas. Copies of reports were sent to USARPAC. No reports are sent to the appropriate activities for resolution.
		(5) CONUS. Not applicable.
	b. Preparation of dispatches by APO's and USPS.	(1) Surveys are made by the MMT's. However, loss of the 2d BPO will end the capacity of the NYMMT to perform this function. Loss of the 16th BPO would similarly affect the SFMMT.
		(2) APO's in Europe report errors and problems to HQ, USAPGE, which reports them to the NYMMT. To a lesser extent, USARJ and Eighth Army do the same.

c. APO operations.

(1) Europe. AMT in Germany are sufficient (Frankfurt, Stuttgart, Munich, Hamburg, and Berlin). Long haul military owned commercial type truck and local rail are used to move mail to the APO's. Co-location of Army mail regulating units with the AMT would be desirable, especially at Frankfurt. Facilities seem to depend on the importance attached to the postal function by the local commanders. Many are poor, not well located, inadequate in regard to windows and have unattractive lobbies. HQ, USAPGE does not know how many non-military personnel (including dependents) are served by each APO. There is no coordination of the areas served by the Army, Air Force, and Navy. USAREUR is testing postal lockboxes for possible implementation. Apparently mail is received pouched for units and dispatched by zip code to maximum extent possible. Small (1-2 persons) finance elements are established at locations not in reasonable proximity to the APO. Patron parcel wrapping supplies are provided.

(2) USARJ and Eighth Army. Transportation to and among APO's are by commercial carrier and are sufficient. APO's have received facilities comparable to other functions. Operating methodology is the same as in Europe.

d.	PSD (MMT) operations.	(1) Mail complaints are handled expeditiously and coordinated with the USPS and oversea commands.
		(2) Directorizing by unit of mail at the NYMMT is limited to airmail. If the 16th BPO were inactivated, a similar situation would exist.
e.	Postal finance services.	(1) FORSCOM/TRADOC provide limited financial services (Fts. Jackson, Campbell, and Hood) as required. Otherwise, the USPS provides these services.
		(2) Overseas commands have extensive networks of Army Postal Clerks (APC) operating one and two person windows under the supervision of the Custodians of Postal Effects (COPE) located at the APO's. These are adequate.
f.	Troop locator service.	(1) Installations in the USA and possessions operate their installation systems.
		(2) Overseas, each APO has its locator listing and directory operation.
		(3) USAREUR maintains a central listing. A semi-annual comparison of the central listing and those of the 63 directory sections is made and the rosters corrected.
		(4) SIDPERS directory rosters are used where available.

	(5) However, the inactivation of the 2d EPO limited the unit directorization (correction of or determining the appropriate APO number for incompletely or erroneously addressed mail) to airmail. All other classes, including parcels, requiring such service are now returned to sender.
g. Delivery of all mail.	(1) Mail as a source of all Congressional complaints is consistently less than one percent Recent (May-June 1974) study of mail delivery in USAREUR by DOD Comptroller (Audit) determined that mail delivery was prompt.
	(2) The military do not control the transportatio of mail by the USPS.
	(3) See para 1f(5) for comment on directory service by the NYMMT.

2. Ensure USPS and carriers fulfill requirements for transportation.	a. USPS and carrier scheduling.	(1) PSD (TAGCEN) and the MMT's perform staff and operating responsibilities respectively. PSD coordinates with HQ, USPS, DOD, other services, and carriers. The MMT coordinate with USPS personnel who actually schedule mail transportation and the carriers. In this regard, they perform liaison at the PCS, AMF, and observe airline operations to ensure that backlogs do not develop and that mail is moved promptly.
		(2) Carrier irregularities are reported by the receiving activities who report them by USPS Form 2759 to PSD for review and forwarding to the USPS for appropriate action. USPS errors are sometimes detected and reported in this manner.
	b. PCC operations.	(1) The MMT are liaison activities with the USPS facilities at the gateway cities. The MMT personnel observe and comment on PCC, AMF, and BFMC operations daily. Floor and yard operations are observed to detect backlogs or failure to move mail promptly. PCC unitizing of mail is observed and advice given. Improper dispatches are corrected as detected (see 2a(2), above.
		(2) PSD, USAF, and USN officials visit PCC periodically to observe operations.

c.	Surface carrier performance	(1) MMT coordinate with USPS officials and carriers. When ship is available PCC notifies PCC or BFMC of sailing dates.
		(2) MMT submit monthly reports to PSD slowing transit times, dates mail made available to carriers, dates mail actually picked up at the PCC, dates shipped, and dates mail received by unstuffing agencies.

3. Ensure operating APOs are equipped at USPS standards for garrison operations and standards to establish for field operations.	a. Procurement.	(1) Only limited effort made in equipment area. No relation of APO equipment to USPS standards is made except for postage meters and supporting equipment such as scales and cancelling machines. Tendency is for the general post office (GPO) concerned to provide old equipment replaced by newer equipment at USPS operations. However, the SF GPO currently (Sept 74) is replacing Pacific area postage meters with new equipment and the NY APO is considering such action for obsolete equipment returned for repair.
		(2) There is no systemic approach to the overall problem of postal operating equipment, especially conveyers and other MHE.
	b. Facilities	(1) No overall systemic approach on the part of PSD, USAPGE, or other commands.
		(2) Quality of facilities depend on those available and, apparently, the subjective evaluation of postal operating needs by local supporting commanders. Often these are small, dilapidated buildings set in obscure corners of the post.
		(3) Few facilities are adequate for modern materials landing operations. Indeed, few have loading docks.

4. Ensure operating APOs receive postal operating supplies in sufficient quantities and on time.	a. Filling of oversea commands' requisitions.	(1) This is adequately performed by the MMT which receive the requisitions and monitor their fill.
5. Maintain the integrity of the mails in accordance with law and military regulation.	a. Mailing of parcels.	(1) APO's fulfill both customs requirements for statements and also require identification and signature of mailers. Enforcement of USPS requirements in an APO function. US Customs service inspect parcels at gateways.
	b. Indicia.	(1) When unauthorized use of indicia is detected (e.g., use for private business, etc.), it is either resolved at the local command level or reported to PSD.
	c. Proper handling of accountable mail.	(1) APO function. Inspected at mail rooms by unit postal officer daily, quarterly by APO, and APO is inspected by major command.
	d. Mail opened for examination.	(1) IAW law and the USPS postal manual only US Customs can open first class mail. Postal officers of US Army commands protect against violations.
6. Ensure that the APS is economically operated.	a. Personnel.	(1) Personnel costs are not managed by the APS.
		(2) Manpower surveys are scheduled by MACOM.
		(3) Proposed TDA are reviewed by MACOM and PSD.
		(4) MOS qualifications are not managed by PSD. MACOM do this to the extent they consider it necessary.

		(5) Special duty is used for augmentations (e.g. for Christmas mail rush).
		(6) PSD is not involved in the requisitioning process, nor does it participate in the management of training and assignment of students.
	b. Repair and maintenance.	(1) Managed locally, often based on relationship of the local postal unit with the supporting commander.
		(2) Cost data not maintained by postal organizations.
		(3) PSD coordinates repair and replacement of USPS provided equipment, but costs (other than shipping) are borne by the USPS.
	c. TDY	(1) Most carefully managed of all APS costs.
	d. Audits and inspections by DOD, AAT, GAO, and postal inspectors.	(1) Used to improve management to the extent that the MACOM postal personnel accept them or are required to do so.
7. Provide adequate management at the installation level.	a. Installation supervision.	(1) Managed by DA only insofar as PSD receives policy guidance, which is limited to mail management, mail room operations, inspections, reports, and other postal operating guidance. Otherwise, MACOM generally let the installations use their judgment, but inspect IAW regulations.

			(2) Postal budgeting is limited to TDY and operating supplies as required.
8. Assist in maintaining STRAF USAR and active Army postal units at appropriate readiness levels.	a. Readiness, pre-packaged supplies, training, and adequacy of troop lists for contingency plans.	(1) FORSCOM is currently responsible for readiness of all postal units in its geographic area.	
		(2) PSD coordinates the overseas annual training of USAR postal units and is preparing to monitor the readiness statue of all postal units and assist where required.	

ANALYSIS OF THE DECISION-MAKING PROCESS

1. General. The major commands use basically the same sources of information. These are unit mail room inspections, triannual inspections, correspondence and oral communications from higher and lower headquarters, reports of offenses against the mail and annual postal inspections. This inclosure will address the decision-making process of each major command's postal activities. Decision-making in the Postal Services Directorate (PSD), TAGCEN will not be covered, because that office is currently (September 1974) undergoing extensive reorganization and redirection. Thus, any description of decision-making in PSD would soon be obsolete.

2. USAREUR.

a. There is no systemic means of ensuring that problems are identified.

b. The Postal Group does not have a review and analysis program. ADP support is used for directory rosters, MOS mismatch rosters (to detect malassignment of enlisted soldiers), a USPS-provided claims roster (to identify units with increases in claims), and they are experimenting with an EES claim roster (to determine trends in losses and damage).

c. Their one management indicator is derived from mail transit surveys and action is taken by the Operations Division to identify and correct slow movement. The group also uses a rule-of-thumb of one postal clerk to 500 people served for manpower adjustments.

d. Problems identified during triannual inspections, from correspondence with HQ, DA, and APO's, from reports of recurring unsatisfactory mail room inspections, IG reports, and complaints are addressed by the appropriate divisions within the group headquarters and brought to the attention of the group commander based on the evaluation of the division chief. Generally, the group commander or deputy commander sign all correspondence.

e. Policy-making is performed only at the group headquarters and, when deemed necessary, coordinated with the appropriate HQ, USAREUR, staff agency (e.g. transportation). Purely postal policy decisions are made within the group headquarters, approved by the commander, and presented orally to the AG, USAREUR.

3. Eighth US Army.

a. The Staff Postal Officer prepares a portion of the headquarters quarterly review and analysis covering postal incidents and unsatisfactory quarterly inspections.

b. EUSA performs triannual inspections. Unsatisfactory reports result in reinspections within thirty days and assistance visits are made before the reinspection. The EUSA Adjutant General signs all unsatisfactory reports and all other inspection reports go to him for information.

c. HQ, EUSA, also uses reports of unsatisfactory mail room inspections and a postal claims report from the USPS to detect problem areas. The Adjutant General is informed of problems detected and measures taken to correct them. In regard to unsatisfactory mail room reports, the requirement to correct deficiencies contained in a second unsatisfactory mail room report is signed by The Adjutant General. If there were a third unsatisfactory report, the EUSA Chief of Staff would sign the forwarding correspondence.

d. The Staff Postal Officer does make check-letter studies of mail transit times, but no action seems to result from these. When Headquarters, USARPAC, was in charge of postal operations, copies of these reports were sent to that headquarters.

e. Postal policy questions are limited to the foregoing and Status of Forces Agreement questions. Postal policy is usually approved by the EUSA/USFK/UNC Chief of Staff, except for items strictly within Army purview which The Adjutant General approves. However, there is sufficient cross-servicing, especially between the Air Force and the Army, that most postal policy matters must be forwarded to the Chief of Staff. The Adjutant General is responsible for joint postal policy.

f. There is no system of management indicators and ADP support is limited to an alpha roster which is ised for directory service.

4. USARJ (Houshu and Okinawa).

a. There is no system of management indicators and there is no participation in a review and analysis program.

b. Okinawa has no APO's to inspect but does inspect about thirty mail rooms on a quarterly basis. A second failure results in a formal report to the staff postal officer who requires correction by the offending unit. Assistance visits are made when serious problems are developed. Transit times are measured by test cards and the results published for use by patrons. No other action is taken. There is no local ADR support.

c. On Honshu, quarterly intransit times are used to determine problem areas. Reports of errors in make-up and disposition of mail are used to determine which APO's need correction or assistance. The only ADP support available is the SIDPERS generated directory service roster.

d. The postal operations in both Okinawa and Honshu are rapidly shrinking along with the troop populations served. Therefore, postal

operations are small in scope, not requiring extensive operational and policy decisions.

5. THAILAND (not visited).

a. US Army Support, Thailand, uses a monthly postal claims and inquiries report, monthly report of customs violations in mail, and an ADP-generated alpha roster for locator service.

b. The Postal Branch, Personnel and Administrative Activity, operates one APO and one MAO and conducts quarterly unit mailroom inspections. The Director of Postal Operations conducts the triannual auidits and inspections.

6. Other.

a. The other commands are responsible for mail management and mailroom operations, except USARAL, which operates one small APO at Fort Greely. They conduct formal postal inspections of and provide staff assistance to installations, divisions, and other units. These inspections cover postal files and records, training, readiness, mail management, and unit mailroom operations.

b. The results of the foregoing inspections are reviewed by the Director of Postal Operations and The Adjutant General. Follow-up action is then taken.

ARMY POSTAL ORGANIZATION STUDY:
TESTING OF CENTRALIZED AND DECENTRALIZED ORGANIZATIONS

1. REFERENCES:

a. Chapter 6, FM 101-5.

b. DOD/USPS Postal Agreement, 2 February 1959.

c. DF, DAAG-MAS, 10 January 1974, subject: Study Directive, Army Postal Organization (with Inclosure 1).

d. Criteria for an effective postal organization (Event 7, Output 2 of reference 1c).

e. DF, DAAG-MAP, 23 September 1974, subject: Postal Organization Study: Documentation of the Present System (with Inclosure 1).

f. DF, DAAG-MAP, 27 September 1974, subject: Test of the Present Organization Against the Criteria for an Effective Postal Organization (Event 26, Postal Organization Study).

g. DF, DAAG-MAP, 20 November 1974, subject: Proposed Vertical Army Postal Organization (with Inclosure 1).

2. PURPOSE:

To analyze the proposed vertical, centralized Army postal organization in terms of performance standards (ref. 1d) developed during Phase I of this study. The report of a similar test of the current organization is contained in reference 1f.

3. THE SITUATION, ASSUMPTIONS, AND CONSIDERATIONS.

a. Current situation: TAG exercises DA staff supervision over the worldwide Army postal system through the Army Postal Directorate. The director, in turn, executes TAG staff responsibility, disseminates Army postal policy, implements postal procedures, develops budgetary information for postal transportation and official mail costs, exercises command control over two CONUS military mail terminals, and exercises operational control over attached base post offices. Each major CONUS and overseas commander establishes, staffs and controls the Army postal activities in his area. MILPERCEN supplies operating personnel in response to command requisitioning and the USAIA provides formal postal training. The organization of the Army postal organization has existed along these lines since WW II.

b. Assumptions.

(1) Each military service will continue to operate its own postal service.

(2) Policy guidance will continue to emanate from DOD.

(3) An organization which increases general support personnel requirements for postal operations probably will not be approved.

c. Considerations.

The major DA commands have varying views on the nature of a desirable postal organization; e.g., USAREUR, USARPAC, and FORSCOM do not favor an Army-wide, vertical, command-type organization while TRADOC and Eighth Army do favor such an organization.

d. Organizations to be analyzed.

(1) Current (ref. 1f).

(2) Army-wide, vertical, command-type (ref. 1g).

4. ANALYSIS: The analysis of the current organization, which represents the decentralized organization of this study, is contained in reference 1f. The analysis of the vertical, centralized organization (reference 1g) is contained in Inclosure 1 to this document. Subparagraphs a through h, below, compare the two organizations in summary form. Subparagraph i, below, compares the decision-making of the two organizations and subparagraph j compares the manpower costs.

a. Criterion 1: Provide prompt, efficient postal services to the soldier and the official customer based on service purchased, to include delivery of mail, postal financial services, claims assistance, and directorizing mail.

(1) A centralized organization will be able to develop a world-wide postal management information system encompassing transit time analysis, postal incidents, data on accuracy in preparation, dispatch of mail by APO, and cost-volume-route analysis to Army operated or contracted surface transportation. This will permit the establishment of standards of service and means for measuring the achievement of these standards. Currently, no part of the Army postal service has such a system and such that is performed is locally generated. Thus, management information is haphazard from an Army-wide point of view. As a result, the quality of coordination with and prevention of duplication by the other services is less than it could be.

(2) Finally, centralized coordination and direction would enhance the effectiveness of the Army postal service in areas of postal operations and host-tenant relationships.

b. Criterion 2: Ensure that the USPS and carriers fulfill requirements for transportation.

(1) There would be no major change in carrier scheduling since this is performed by the United States Postal Service (USPS) and air mail terminals (AMT) in accordance with Civil Aeronautics Board (CAB) regulations and public law.

(2) The area of surface carrier performance is one which might need further analysis through the management information system (MIS), particularly in regard to transportation of mail from the overseas ports to APOs.

c. Criterion 3: Ensure that operating APOs are equipped at USPS standards for garrison operations and standards to be established for field operations.

(1) This is an area in which the present decentralized organization is making little substantive effort.

(2) The centralized organization would be able to develop, promulgate, and enforce the necessary programs for equipping Army postal operating units at standards (which would have to be developed) desirable for garrison and field operations. A centralized organization would also develop the information required to present policy proposals in this regard to DOD and the other services, and negotiate with the USPS.

(3) A DA level postal command would be in a better position to obtain facilities which meet at least minimum standards of layout, attractiveness, and location by negotiating support agreements with the supported commands and assisting in the negotiating of support arrangements with local commanders or obtaining the assistance of the MACOM.

d. Criterion 4: Ensure that operating APOs receive postal operating supplies in sufficient quantity and on time. No substantial difference.

e. Criterion 5: Maintain the integrity of the mails in accordance with public law and military regulation. No substantial difference. However, at DA level, there would not be the separation of the postal staff and command functions. HQ, US Army Postal Command would also perform the DA staff function for postal affairs, including mail management which is an administrative services function at installation level.

f. Criterion 6: Ensure that the Army postal service is economically operated.

(1) A decentralized organization would be a conglomerate of disparate organizational arrangements developed by individual MACOM to meet their perceived needs. The postal mission is world-wide in nature, and involves

the management of transportation, personnel, equipment, training, and facilities. It is also an identifiable function which is susceptible of systematizing and management on an Army-wide basis.

(2) A centralized organization would provide a uniform, consistent philosophy of management and operations which would be implemented in a coherent manner, based on comprehension of the world-wide structure and operating realities.

(3) A centralized organization would be in a better position to evaluate and make coherent use of, or respond to, the product of activities such as the GAO, DOD Comptroller (Audit), the Army Audit Agency and USPS inspectors. Currently, the attitude toward using the last source of assistance varies from MACOM to MACOM.

g. Criterion 7: Provide adequate management at installation level. MACOM supervision of their installations would not change.

h. Criterion 8: Assist in maintaining STRAF USAR and active Army units at appropriate readiness levels.

(1) A centralized organization would be responsible for the readiness of all units assigned to it. Subordination of FORSCOM units to a postal command might be undesirable in that this would fragment the responsibility for developing deployment lists and ensuring maximum responsiveness to contingency plans.

(2) Headquarters, USAPC would still have a DA staff responsibility to monitor the readiness of active Army and USAR postal units and offer assistance when appropriate.

i. Decision-making (flow charts at Inclosure 2).

(1) Basic postal operating decisions as now required by regulations will not change much. These are based on data derived from inspections and audits of mailrooms, accounts of custodians of postal effects, APOs, etc. What should change will be the decision-making in regard to the overall management of the Army postal system.

(2) The development of a comprehensive management information system with action or decision points for each category of management information will cause the appropriate level headquarters (group or USAPC) to take some action to correct deficiencies. This subject is developed in detail in Inclosure 1.

j. Comparison of manpower costs (Inclosure 3).

(1) Summary (annual costs).

	Current (Decentralized)	Centralized
Officers	$ 410,476	$ 576,360
Enlisted	265,512	335,487
Civilians	1,229,244	1,279,338
Totals	$1,905,232	$2,191,185

(2) The centralized organization personnel costs could be reduced as follows, leaving a net cost of $1,905,001 (after returning $109,602 in personnel spaces to FORSCOM and TRADOC due to deletion of HQ, USAPGUSA).

Delete:

	HQ, USAPGUSA	$167,995
	From NYMMT:	
	Air Mail Lt.O, 02	14,759
	From HQ, USAPC:	
	Ch, Trans Div, 05	26,513
	Admin Supv, E8	15,623
	Postal Supv Finance, P&R Div, E8	15,623
	Postal Officer, P&R Div, GS-11	17,029
	Asst Opns Off, Opns Div, GS-11	17,029
	Opns NCO, Opns Div, E7	13,296
	From HQ, USAPGFE:	
	Ch, Admin Div, 03	18,677
	Postal Off, GS-9	14,125
	Clerk Typist, E4	8,005
	Postal Opns Off, 03	18,677
	Ch, P&R Div, 03	18,677
	Postal Opns Off, 02	14,759
	Admin Spec, E5	9,543
Downgrade:	Admin Off, HQ, USAPC, to GS-7	5,456
	TOTAL	$395,786

(3) Deletion of HQ, USAPGUSA, will leave the major commands performing the same postal functions they now perform in the USA.

(4) Deletion of Air Mail Liaison Officer from MMT occurs anyway upon movement of the MMT to JFK Airport.

(5) Deletion of the positions from HQ, USAPC, is feasible on the assumptions that the deficiencies in the Military Automated Mail System will have been corrected; the analytical effort in the Transportation Division need not be any greater than now performed, except as improved

by better automated information; the work to be performed by the postal officer, Programs and Resources Division, can be absorbed by the division chief and the two other postal officers; the work of the assistant operations officer and operations NCO, can be redistributed within the Operations Division; and that the executive officer will serve as chief of the Administrative Division, thus freeing the administrative officer to perform most of the duties that would have been performed by the administrative supervisor.

(6) Deletion of positions from HQ, USAPGFE, will result in redistribution of work within the headquarters, and use of personnel assigned to subordinate units to conduct inspections and audits. This will reduce the Group to a five space headquarters for APOs in Korea, Japan, and Thailand.

(7) Other areas of personnel savings have been identified by the report of the OASD Comptroller (Audit) report of its audit of the military postal system in Europe. They recommend the savings of approximately $200,000 to the Army annually in personnel costs through elimination of the Central Postal Directory and a savings of approximately 305 personnel spaces in the US Army Postal Group, Europe, through realignment of transportation operations, consolidation of Army and Air Force bulk mail handling facilities, suspension of the requirement for mail guards on closed body trucks, placing TOE equipment in depot storage, centralization of supply functions for postal financial operations, and reorganization from postal support by TOE units to districts engineered for their mission based on workload data.

(8) Currently, DOD is evaluating a proposal by Boeing Corporation, submitted by the USAF, to authorize contract postal operations. The USPS legal opinion is that this is permissable, provided the post office is supervised by a DOD employee (who must be a US citizen).

5. CONCLUSIONS:

a. The vertical, centralized postal command is more appropriate to the US Army postal service and can be achieved at no increase in personnel costs. However, this will be a minimal organization at the group and command headquarters levels, thus requiring the same staff support (comptroller, transportation, personnel, etc.) from supported commands as is now received.

b. Major deficiencies.

(1) Supported commanders do not control their supporting postal operations. However, the mission of the supporting postal group is to fulfill the postal needs of the supported commander within the limits of law and regulation. This situation is not unusual in the Army.

(2) The next higher headquarters to the group will be geographically remote. However, the group headquarters is staffed with sufficiently expert and senior talent to overcome this objection, as far as implementation of DA, DOD, and USPS policy is concerned.

(3) Postal units will be only attached to the local commander who may not adequately support them. Support is inadequate now. Servicing agreements negotiated with the MACOM will establish standards for support within the means of the supported commander. Actual improvement will depend on the quality of coordination.

(4) Unless DA controls personnel assignments, postal positions may not be properly filled. HQ, USAPC will be in a better position to influence the procurement, training, and assignment of enlisted personnel. Soldiers arriving in a MACOM will not be subject to diversion by the MACOM due to proper coding of their orders in a manner similar to that for ASA soldiers. This would be covered in the support agreement.

3 Incl
as

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Lieutenant Colonel, AGC
Project Manager, Postal
Organization Study

COMPARISON OF CENTRALIZED ORGANIZATION WITH CRITERIA FOR AN EFFECTIVE POSTAL ORGANIZATION

1. Provide prompt, efficient postal services to the soldier based on service purchased, to include delivery of mail, postal financial services, claims assistance, and directorizing mail.	a. Transit times.	(1) HQ, USAPC will have the authority to develop a world-wide transit time study directive that would provide data for the command management information system (MIS). World-wide standards for mail delivery by class by the military postal system (MPS) could be established, data collected used to identify APOs which were not moving the mail at or better than standard, and customers (official and private) could be provided these standards to assist them in selecting the most economical class of service that meets their needs.
		(2) Postal groups will participate in executing the transit time study plan as will the military mail terminals. These headquarters will be responsible for the correction of deficiencies and publication of information.
	b. Preparation of dispatches by APOs and USPS.	(1) HQ, USAPC will establish world-wide standards for sampling preparation of dispatches, designate which activities conduct these surveys and when, and specify standards for corrective action. This should be a source of information for the MIS.

(2) Postal groups and MMT execute the USAPC requirements and take corrective action within their capacity.

c. APO operations.

(1) HQ, USAPC will set standards for operation generally as is now done in AR 65-1. Standards of service would be established as would location of APOs and bulk mail handling operations. Departmental-level coordination with other services should rationalize the operation of bulk mail facilities to prevent duplicate handling by a USAF operated AMT and an Army operated bulk mail handling point. The MIS would include data to permit evaluation of the effectiveness of APO operations, locations, and staffing, by analyzing data concerning volume of mail handled by class, number and nature of patrons served, data on financial services, data on population densities by type (troop barracks, dependent housing areas, community centers, etc.). Standards would be established for small (1-2 persons) finance units in locations where warranted, but where an APO cannot be justified. Development and execution of a DA policy for troop services, such as lockboxes, would be facilitated, although the USAPC

would still continue to rely on host commands to budget for and procure such troop support items. Operating methodology would continue to be established as currently.

(2) Postal groups with local commanders for mutual support, analyze their own markets to determine what type of support should be located where.

d. MMT operations.

(1) No change from present organization.

(2) Mail complaints are handled expeditiously and coordinated with the USPS and overseas commands.

(3) Directorizing by unit of mail at the NYMMT is limited to airmail and some other classes due to inactivation of the 2d BOP. A world-wide command organization would have greater capacity to cope with this by transfer of personnel spaces and exploration of alternative directory sites such as in the geographic area of address.

e. Postal finance services.

(1) Postal groups would provide these services in accordance with the USPS Postal Manual, Army Regulations, and USAPC policy as described in para 1c (1) above.

		(2) CONUS MACOM (e.g., FORSCOM and TRADOC) would continue to provide limited financial services (e.g., end of month stamped envelope and money order sales) on their installations as required through arrangement with either the USAPGUSA or directly with the serving postmaster. Note: establishment of a USAPCUSA would not necessarily affect this type of operation at the installation level since such services are arranged by the installation directly with the serving postmaster.
	f. Troop locater service.	(1) CONUS installations. No change. Part of SIDPERS.
		(2) Postal groups would establish such service based on standard systems prescribed by HQ, USAPC. These systems will utilize standard operating systems in effect in the supported command such as SIDPERS. A world-wide command would be able to preclude the development of locally-generated ad hoc systems when standard Army systems are in existence.
	g. Delivery of all mail.	(1) No substantial change from present or other organization unless centralized official mail processing

centers are established on installations and in other large activities, and become activities of the USAPC. However, mailroom operations are an administrative services function; thus it is not expected that the USAPCE will operate mailrooms or mail processing centers for the Army. In its capacity as the DA staff activity responsible for postal policy and operations, however, the USAPC headquarters will help develop policy concerning local mail handling, such as supervising the implementation of postage meters, computerized postage, mail permits, etc.

(2) HQ, USAPC, as DA staff activity for postal policy, will develop policy recommendations for presentation to DOD for further negotiation with the USPS concerning mail delivery on installations served by the USPS. Actual implementation of such policies at the installation level would be between the installation and the serving postmaster, with assistance by the USAPC as required.

2. Ensure USPS and carriers fulfill requirements for transportation.

a. USPS and carrier scheduling.

(1) HQ, USAPC and the MMTs will perform staff and operating functions, respectively, for mail departing CONUS (lower 48 states) for overseas

locations (including Alaska and the Canal Zone).

(2) Postal groups overseas will perform the operating function at AATs operated by the Army (USAPC) as it is now done.

(3) No major change from functions performed by the current or other organization. HQ, USAPC will coordinate with HQ, USPS, DOD, other services, and the carriers as required to develop policy guidance for implementation by the MMTs. The MMTs coordinate with USPS personnel who actually schedule mail transportation and the carriers. They also perform liaison at the postal concentration centers, bulk mail centers (BMC), and air mail facilities (AMF), and observe airline operations to ensure that backlogs do not develop and mail is moved promptly.

(4) However, USAPC will set standards for cost-effective route selection and mode of transportation, including basic standards for cost-weight-volume analysis of truck routes used overseas to ensure that routes are consolidated where applicable and contracting is used where more economical.

b. Gateway USPS operations.	(1) No change. MMT personnel observe comment on PCC, AMF, and BMC operations daily. Floor and yard operations are observed to detect backlogs or failure to move mail promptly. Unitizing of mail is observed and advice given. Improper dispatches are corrected as detected. HQ, USAPC personnel visit USPS gateway activities and the MMTs periodically, to determine effectiveness of their operations.
c. Surface carrier performance.	(1) MMT coordinates with USPS officials and carriers. When ship is available, MMT notifies USPS of sailing dates.
	(2) MMT submits monthly reports to HQ, USAPC, showing transit times, dates mail made available to carriers, dates mail actually picked up at the USPS facility, dates shipped, and dates mail received by unstuffing agencies.
	(3) Data collected by MMT would be used by the USAPC MIS for evaluating both surface carrier performance and the effectiveness of this mode in meeting the requirements set by USAPC standards (see para 1a (1), above). This system would facilitate economic analysis of the various modes of transportation by class of mail.

3. Ensure operating APOs are equipped at USPS standards for garrison and field operations.	a. Equipment.	(1) Currently, little substantial efforts made in this area. HQ, USAPC would develop policy, program, and/or plans for equipping postal units at standards to be developed for both garrison (e.g., USPS standards) and field operations. At present, it is not possible to develop a world-wide plan; thus postal operating equipment depends too much on local fabrication, relationship with local commanders, and priority given the military postal service by the serving general postmasters.
		(2) In regard to materials handling equipment, there are no standards for conveyerization which a USAPC could develop, budget, and procure within the limits of law, regulation, funding, and support arrangements with host commands. Repair, maintenance, and replacement of that equipment which exists depends on the priority assigned to the postal function by the local installation commanders or community leaders (in Europe). A well-engineered postal operation with appropriate mechanization should result in significant savings in personnel costs, if planned for Army-wide application.

b. Facilities.

(1) The problem of facilities, like that of equipment, requires centralized direction. Again, the facilities made available to postal units depend on the opinion of the local commander concerning the importance of the postal function and the support required to perform it. A comprehensive, systematic program for upgrading postal facilities is badly needed and could be performed by a USAPC operating with HQ, DA charter.

(2) Standard designs of either the USPS or the Army (TM 5-301 and TM 5-302) are available to serve as the basis for such an effort.

(3) A DA level command would have the authority to negotiate support agreements with the overseas MACOM which would cause the postal operating units to be allocated facilities more suited to the postal mission (in terms of location, attractiveness, and operational efficiency) within the resources of the host commander.

(4) Where new facilities can be built, they should be based on standard designs approved by HQ, USAPC. These designs must provide loading ramps which facilitate the use of conveyers,

			as must the interior of the building. HQ, USAPC should have final approval authority for location of postal facilities, taking due cognizance of the host command's ability to provide the support required.
4. Ensure operating APOs receive postai operating supplies in sufficient quantities and on time.	a. Filling of overseas commands' requisitions.	(1)	This is adequately performed by the MMT which receive the requisitions and monitor their fill. There would be no substantial change from reorganization.
5. Maintain the integrity of the mails in accordance with law and military regulation.	a. Mailing of parcels.	(1)	No change. APOs fulfill both customs and USPS requirements.
	b. Indicia	(1)	HQ, USAPC, as DA staff activity responsible for postal activities, promulgates Army policy which is administered as an administrative services junction at installation level. Unauthorized use of the indicia reported to DA (HQ, USAPC) for necessary action thence to appropriate MACOM. No change in procedures.
	c. Proper handling of accountable mail.	(1)	Procedures established by USPS Postal Manual and implemented by AR 65-1. HQ, USAPC develops and issues Army policy (AR 65-1). No change from reorganization.

	d. Mail opened for examination.	(1) Governed by public law and USPS Postal Manual. Only US Customs inspectors may open first class (including registered) mail. No change from reorganization.
6. Ensure that the Army postal service is economically operated.	a. Personnel.	(1) Present personnel staffing is based on the local development of postal organizations (e.g., TDA units such as US Army Post Office, Okinawa, and US Army Postal Service Center, Honshu), which are postal operating units as are the TOE APUs in Korea and Germany. Currently, US Army Postal Group, Germany, is considering replacement of its TOE APUs with TDA districts based on the recommendations of a DOD (Comptroller) audit team. A USAPC would have a uniform, consistent philosophy of organization and operations which would be manifested in the organizational arrangement developed by the HQ, USAPC.
		(2) After reorganization, manpower surveys would continue to be conducted by the supported MACOM in accordance with the servicing agreement between the USAPC and it. A world-wide Army postal organization would permit the transfer and reallocation of manpower spaces based on changing missions and strengths of the supported MACOM. This is also true for terminating or establishing new operating TDA elements.

(3) A HQ, USAPC would be in the best position of any headquarters to evaluate TDA proposals from the groups, because the USAPC would have to operate within its overall manpower constraints, yet accomplish its mission. Due to more involvement with the operations of the overseas postal organizations than TAGCEN now has, the USAPC would possess a comprehensive understanding of the personnel space requirements of its units.

(4) A USAPC would have greater influence in developing training programs for postal personnel, controlling the removal from postal assignments of soldiers who do not meet the prescribed standards for postal assignments, and appropriately influence the assignments of key officer and enlisted postal personnel.

(5) The USAPC would also review personnel requisitions for and assignments of MOS 71F personnel to ensure that they are properly utilized (particularly recent school graduates) and that there is no over-recruiting for this MOS. In that regard, it would participate in the "White Book" conferences.

b.	Repair and maintenance.	(1) Now managed locally, but needs the impetus that a world-wide USAPC can provide. This is particularly true in those areas where repair of command supplied equipment (e.g., conveyers) is slow or of low priority for postal units. Currently, the APU must seek support locally and accept the response given. Based on the appropriate priority, the USAPC could seek the assistance of the supported MACOM to obtain the maintenance support required.
		(2) Although procedures for repair and replacement of USPS supplied postal operating equipment are adequate, a centralized organization would be better able to collect, analyze, and assimilate data to develop an Army position for repair and maintenance by the USPS on a systematic basis, rather than the ad hoc methods now used. Currently, there is little analysis of this function; thus repair and replacement is an individual item affair.
c.	TDY.	(1) No change.
d.	Audits, inspections and investigations by DOD, AAA, GAO, and USPS postal	(1) Acceptance of postal inspectors now varies from MACOM to MACOM. USAPC will develop a policy for use of such personnel and negotiate it with the

		inspectors.	other services. Where the USPS has something to offer through its inspectors, this will be used throughout the USAPC.
			(2) The fragmented, conglomerate nature of the Army postal service makes it a fertile field for the various audit agencies, especially where local MACOM postal arrangements produce redundant operations. There is a reluctance to accept the recommendations of auditors and to attempt to defend the status quo. USAPC would be in a better position, at the seat of government, to review the recommendations of auditors and other inspectors, marshal the data necessary to defend those areas which should be defended, and program the careful implementation of those recommendations which should be implemented: in other words, take advantage of the auditors findings where possible.
7.	Provide adequate management at the installation level.	a. Installation	(1) MACOM supervision of their installations would not be hindered. If postal services remain an administrative services function at installation level, the USAPC role will be to issue guidance as the DA staff activity responsible for postal operations. Thus, it would continue to issue policy in regard to mail management

(AR 340-3), postal operating instructions (AR 65-1), and unit mail service (AR 65-75). As the DA staff office for postal operations, however, it will take the necessary staff actions to improve MACOM and installation performance in areas for which the USAPC is responsible.

8. Assist in maintaining STRAF USAR and active Army postal units at appropriate readiness levels.	a. Readiness, prepackaged supplies, training and adequacy of troop lists for contingency plans.	(1) Under a centralized organization, the USAPC would be responsible for readiness if all TOE postal units subordinate to it and their FORSTAT reporting. This would include all overseas postal units. Active Army postal units now subordinate to FORSCOM could remain with that command and their readiness monitored by the HQ, USAPC in its dual status as the DA staff activity responsible for postal affairs, or these units could subordinate to the HQ, USAPC. Since these units are not postal operating units in the sense that overseas APUs are, but exist for implementation of contingency plans, subordination to HQ, USAPC, might be undesirable in that it would further fragment the responsibility of developing deployment troop lists and ensuring maximum responsiveness to contingency plans.
		(2) USAR postal units would remain subordinate to FORSCOM as the USAR

manager for HQ, DA. However, HQ, USAPC, in its dual DA staff function, would review readiness reports to identify weaknesses which require correction and offer its assistance or take appropriate DA staff action. HQ, USAPC, in coordination with HQ, FORSCOM, would make available overseas training for USAR postal units as part of a progressive multi-year training cycle (first year at AG School, second at CONUS training sites, third year overseas, for example).

(3) Currently, only a small number of CONUS Active Army and USAR postal units are required to report their readiness status. Overseas company-size units are supposed to report; but, in practice, those in Europe do not submit readiness reports.

(4) A centralized, vertical postal command would result in an improvement of postal unit readiness by its participation in the development of training programs, establishing standards for personnel selection and assignment, and improvement of the equipment of all postal units, both those subordinate to it and other units.

INFORMATION FLOW CHARTS

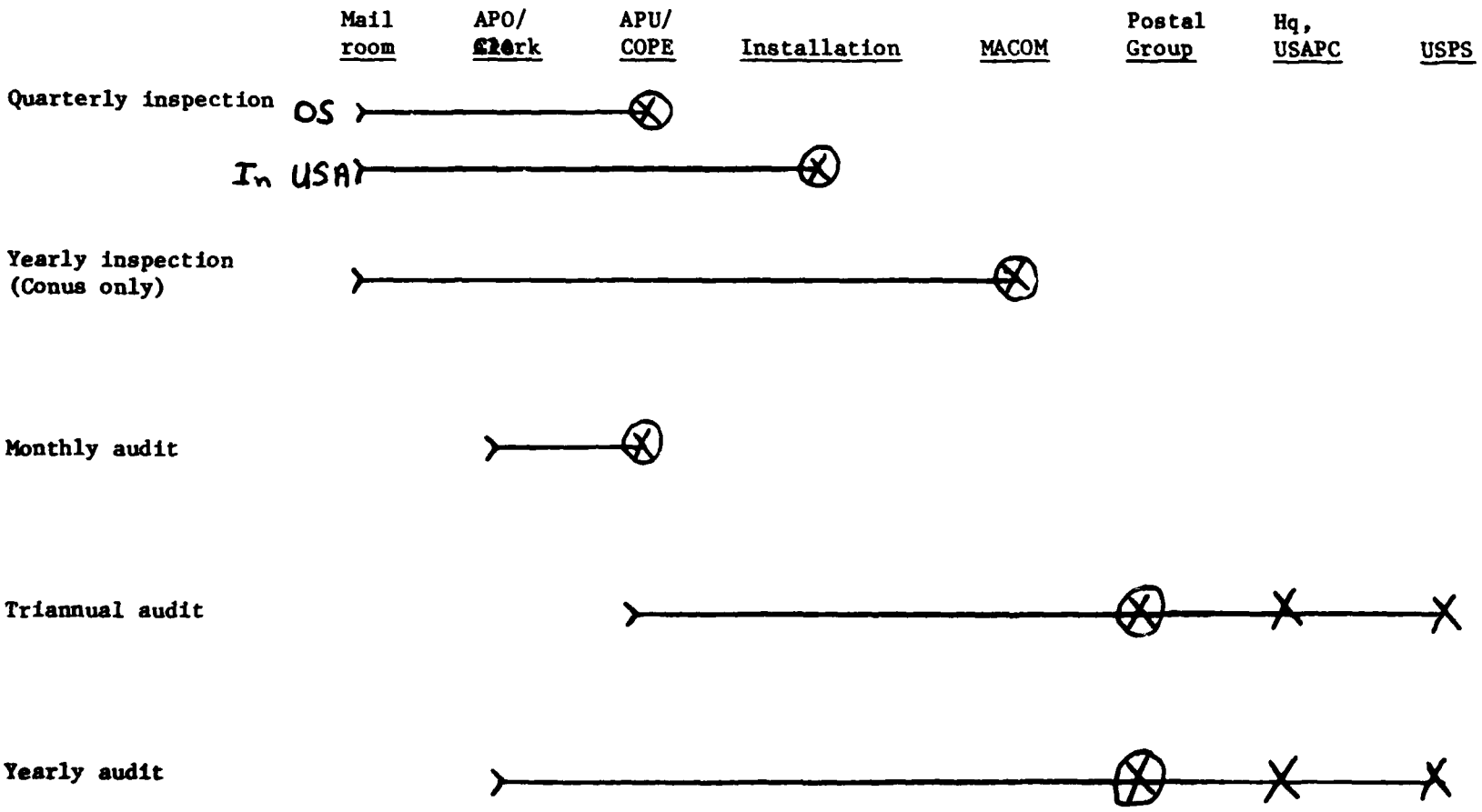
Inspections and Audits

Postal Policy Change

Readiness

Transportation Operations (less MAMAS, which is being redeveloped by TAGCEN MISO)

FLOW OF INFORMATION:
INSPECTIONS AND AUDITS

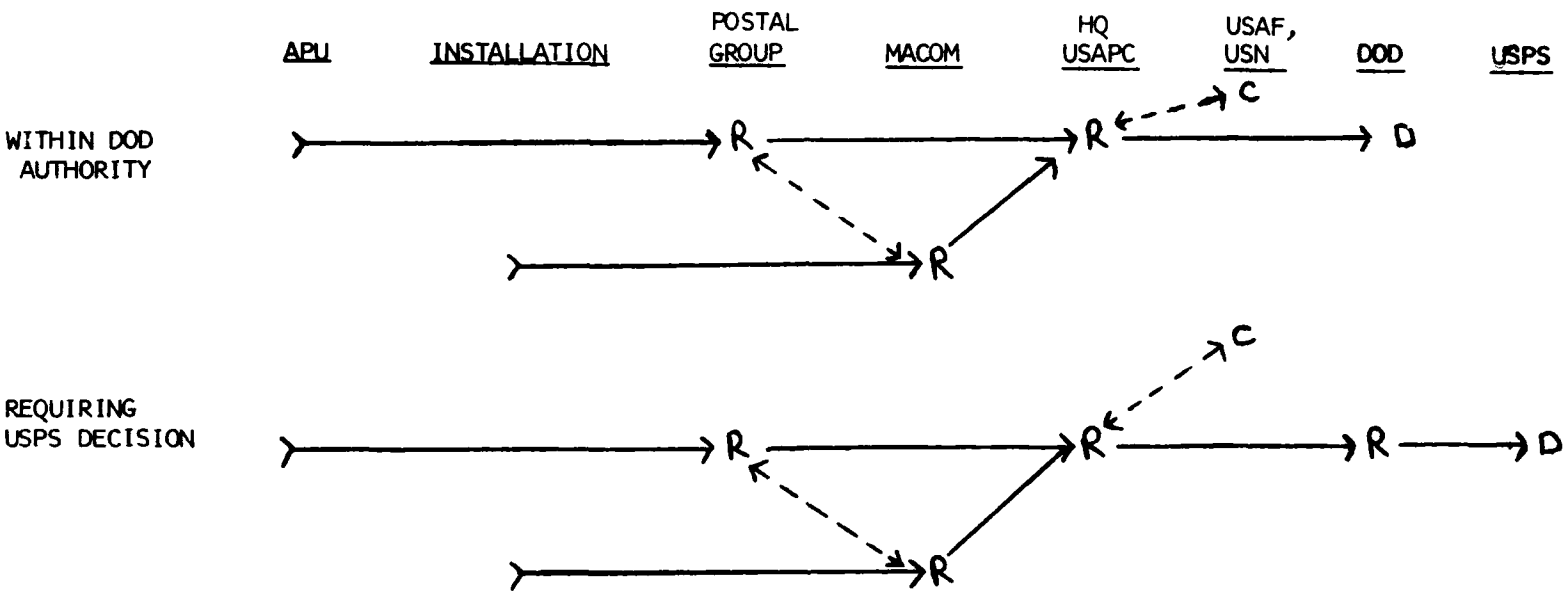


E-2-25

12

X = Recipient of information
⊗ = Conductor of inspection or audit; recipient of informat

RECOMMENDATIONS FOR POSTAL POLICY CHANGE *



LEGEND:

* = HQ, USAPC ACTING ALSO AS DA STAFF ACTIVITY FOR POSTAL AFFAIRS

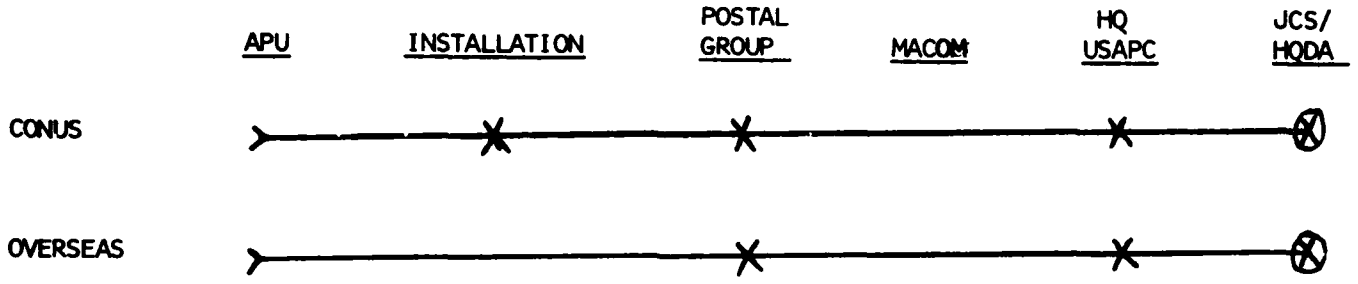
R = REVIEWS RECOMMENDATIONS

D = DECISION MADE

C = COORDINATION

A-123

FLOW OF INFORMATION: READINESS



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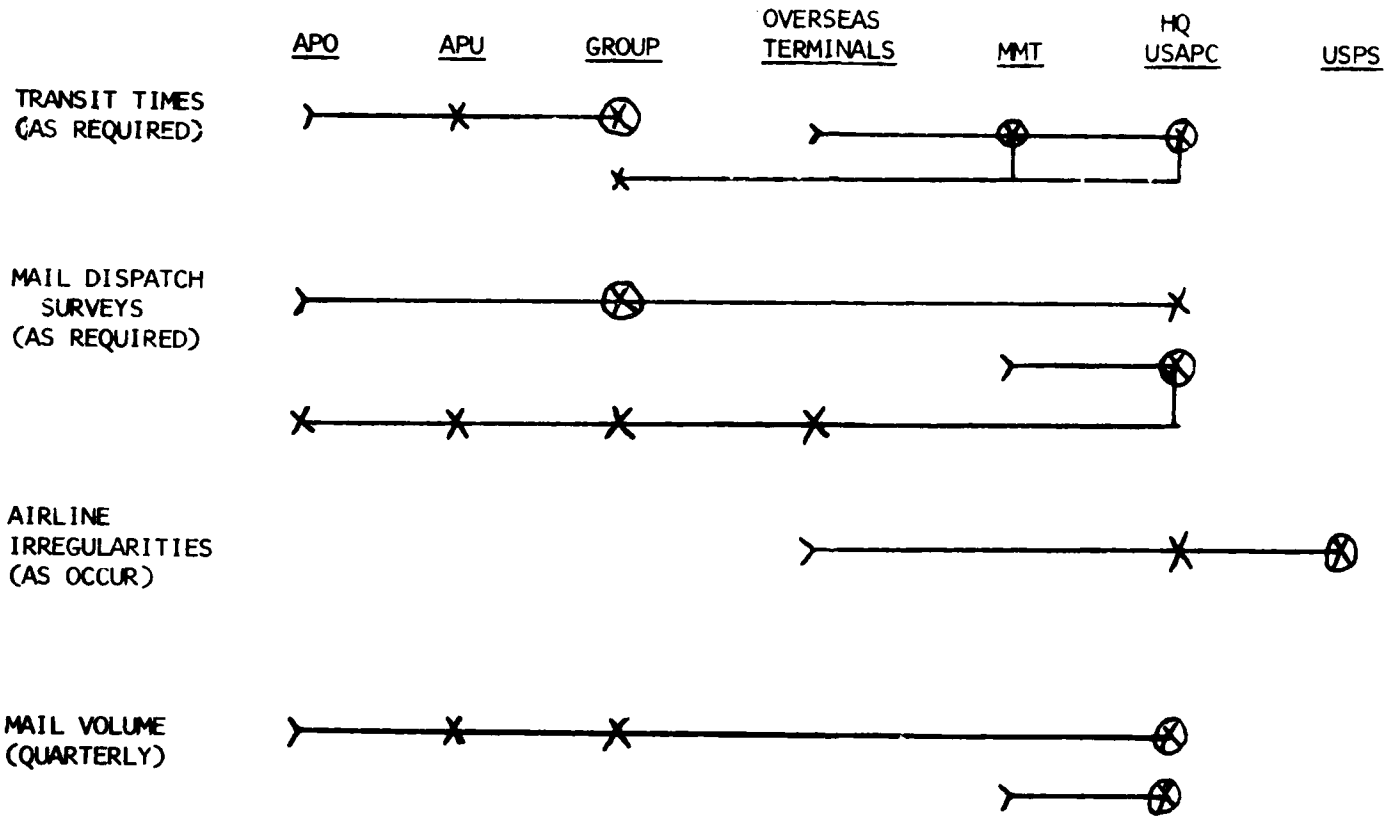
FLOW OF INFORMATION: TRANSPORTATION OPERATIONS



X = RECEIPIENT OF INFORMATION
■ = INITIATOR OF REQUIREMENT

PRESENT ORGANIZATION (DECENTRALIZED)

	HQ, DA	NY, MMT	SF, MMT	FORSCOM	TRADOC	FAR EAST	EUROPE
06	1-$32,743						1-$32,743
05	3-$79,539						1-$26,513
04		1-$21,799	1-$21,799	1-$21,799	1-$21,799	1-$21,799	1-$21,799
03				1-$18,677			4-$74,708
02		1-$14,759					
Total	$112,282	$36,558	$21,799	$40,476	$21,799	$21,799	$155,763
E9							
E8							1-$15,623
E7	1-$13,296			1-$13,296	2-$26,592	1-$13,296	5-$66,480
E6	1-$11,256						4-$45,024
E5	1-$ 9,543					1-$ 9,543	1-$ 9,543
E4						1-$ 8,005	3-$24,015
E3							
E2							
Total	$34,095			$13,296	$26,592	$30,844	$160,685
GS13	1-$23,997						
GS12	1-$20,308		1-$20,308				
GS11	5-$85,145	1-$17,029					6-$102,174
GS10							
GS09	1-$14,125	1-$14,125	3-$42,375				8-$113,000
GS08							
GS07	1-$11,573	1-$11,573					
GS06	2-$20,842		3-$31,263				
GS05	1-$ 9,349	4-$37,396	3-$28,047				1-$ 9,349
GS04	1-$ 8,355	5-$41,775	2-$16,710				2-$16,710
GS03	2-$14,878			1-$ 7,439			1-$ 7,439
Total	$208,572	$121,898	$138,703	$ 7,439			$248,632
IC							$504,000
Grand Total	$354,949	$158,456	$160,502	$61,211	$48,391	$52,643	$1,069,080

CENTRALIZED ORGANIZATION

	HQ, USAPC	HQ, USAPCUSA	HQ, USAPGEMEA	HQ, USAPGFE	NY, MTT	SF, MMT
06	1-$32,743		1-$32,743			
05	4-$106,052	1-$26,513	1-$26,513	1-$26,513		
04		1-$21,799	1-$21,799	1-$21,799	1-$21,799	1-$21,799
03		3-$56,031	4-$74,708	3-$56,031		
02				1-$14,759	1-$14,759	
Total	$138,795	$104,343	$155,763	$119,102	$36,558	$21,799
E8	5-$78,115	1-$15,623	1-$15,623	1-$15,623		
E7	1-$13,296	1-$13,296	5-$66,480	1-$13,296		
E6			4-$45,024			
E5			1-$ 9,543	1-$ 9,543		
E4	1-$ 8,005		3-$24,015	1-$ 8,005		
Total	$99,416	$28,919	$160,685	$46,467		
GS12	1-$20,308					1-$20,308
GS11	7-$119,203	1-$17,029	6-$102,174		1-$17,029	
GS09	1-$14,125		8-$113,000	1-$14,125	1-$14,125	3-$42,375
GS07					1-$11,573	
GS06	2-$20,842					3-$31,263
GS05		1-$ 9,349	1-$ 9,349	1-$ 9,349	4-$37,396	3-$28,047
GS04	4-$33,420	1-$ 8,355	2-$16,710		5-$41,775	2-$16,710
GS03			1-$ 7,439			
Total	$207,898	$34,733	$248,632	$23,474	$121,898	$138,703
IC			$504,000			
Grand Total	$446,109	$167,995	$1,069,080	$189,043	$158,456	$160,502

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D. C. 20301

COMPTROLLER

(Audit)
REPORT
NO. 548

November 29, 1974

REPORT ON THE AUDIT OF THE MILITARY POSTAL SYSTEM IN EUROPE

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Prepared by:
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ANNEX F

REPORT ON THE AUDIT OF THE MILITARY POSTAL SYSTEM IN EUROPE

PART I

Summary of Audit

The audit was made to evaluate the effectiveness and efficiency of the overall management of the Military Postal System in the European theater. During FY 1974, the Military Postal System transportation and personnel costs were $130 million and receipts from postage sales were $36 million worldwide.

The Military Postal System is an extension of the U.S. Postal Service beyond the boundaries of U.S. sovereignty. Operations of the Military Postal System are governed by an agreement between DoD and the U.S. Postal Service and regulations and policies in the U.S. Postal Service. The Assistant Secretary of Defense (Installations and Logistics) is responsible for the development, coordination, and promulgation of DoD policy and guidance related to the coordination of military mail transportation and service matters. The Military Postal System in the European theater consisted of three separate postal organizations, one each for the Army, Navy, and Air Force. Each of the Military Services had separate command structures, manning policies, and implementing regulations for postal operations.

Our review at selected military postal activities in Germany showed that the processing, dispatch, and delivery of mail was being accomplished in an effective and timely manner. Mail received by military airmail terminals from U.S. commercial airlines for addresses in Germany was, in most cases, dispatched, processed, and delivered to the addressee within 24 hours. Similar service was provided for mail destined to CONUS from military activities in Germany. Mail was normally delivered to U.S. commercial airlines for movement to CONUS within 24 hours of the time it was received by the military postal activities. Exceptions to this condition included remote locations, weekend mail, and the Christmas mailing period. A transit time survey for mail movements among Army, Navy, and Air Force activities within Germany also showed that 75 percent of the letters were delivered to the addressee within 1 or 2 days. The average transit time for all letters included in our survey was 2.4 days. This represented outstanding service considering the volume of mail handled and the number of locations serviced by the Military Postal System in Germany. Our review indicated, however, that significant opportunities existed for economies in postal operations without adversely affecting existing service.

The mission assigned to the U.S. Army Postal Group, Europe could be accomplished with substantially less personnel through the restructuring of the organization, elimination of nonpostal functions, and application of definitive workload manning standards. Our detailed review at

five Army postal detachments disclosed potential savings of 115 personnel valued at about $1 million annually. Based on the detailed review, we projected savings of 305 personnel valued at about $3 million a year for the Army Postal Group. The actual manpower savings would be dependent upon the development and implementation of a workload measurement standard. (Page 6)

The consolidation of bulk-mail operations of the Army and Air Force in the Frankfurt area could result in savings of about $1 million a year in personnel costs. The routing of intransit mail through one activity rather than the existing two activities would also improve postal operations and utilization of facilities. (Page 12)

DoD members and their dependents were using airmail postage for personal mail when substantially the same service could be obtained at lower cost through the use of first-class mail for letters and parcel airlift (PAL) for packages. The use of first-class and PAL modes results in postage savings to the member of from 23 to 63 percent and savings in DoD transportation costs of 65 percent over that required for airmail letters and packages. For mail moving through the Frankfurt Air Mail Terminal, we estimated that DoD expended about $1 million in FY 1974 for the transportation of airmail letters and packages to CONUS that qualified for airlift as either first class or PAL. (Page 16)

The U.S. Postal Service realized substantial revenues from postage paid for intratheater personal mail in Europe although DoD provided all of the service. We estimated that postage revenues applicable to intratheater personal mail amounted to about $500,000 annually. All costs associated with the processing and transportation of such mail were borne by the Military Services. (Page 19)

Mail and courier material transported by the Army in Southern Germany by foreign rail could be moved by alternate means at a substantially lower cost. We estimated potential savings of $180,000 annually through the use of U.S. military trucks in lieu of rail. (Page 20)

U.S. Army Postal Group detachments had on hand or on order tactical trucks and trailers valued at about $1 million. Our review showed, however, that commercial design vehicles were used almost exclusively by the postal detachments for the movement of mail. In addition, the postal detachments were authorized about $100,000 of warehouse vehicles for which no current or future requirements existed. These warehouse vehicles were either in storage or on loan to other Army units. (Page 22)

The U.S. Army Postal Group, Europe could save about $200,000 annually in personnel costs through elimination of the Central Postal Directory. The functions performed by the Directory could be assumed by other Army postal activities without any adverse impact on the postal service. (Page 24)

Discussion of Report

Copies of the draft report were provided to and discussed with officials of the Assistant Secretary of Defense (Installations and Logistics); U.S. Army Postal Services Directorate, Office of the U.S. Army Adjutant General; Commander-in-Chief, U.S. Army, Europe; Commander-in-Chief, U.S. Air Forces, Europe; and Commander, U.S. Air Force Europe-Mid East Postal and Courier Region. U.S. Army officials deferred submission of comments on the draft report pending the completion of a detailed evaluation of the audit findings and recommendations, because implementation of the audit recommendations would have far-reaching implications upon Army postal operations in Europe. The Army evaluation was scheduled to be completed by March 31, 1975. Detailed comments by the Headquarters, U.S. Air Force Europe-Mid East Postal and Courier Region on Finding C are presented in Part II of this report after the applicable finding and recommendations.

Frank S. Sato
Deputy Assistant Secretary of Defense

REPORT ON THE AUDIT OF THE MILITARY POSTAL SYSTEM IN EUROPE

Introduction

Under the provisions of DoD Instruction 5118.4, dated March 19, 1970, we performed an audit of the Military Postal System in the European theater.

Title 39, U.S. Code, Section 406, authorized the establishment and operation of the Military Postal System as an extension of the U.S. Postal Service to provide postal services for DoD personnel in those overseas areas where the U.S. Postal Service was not authorized to operate or when military considerations required. DoD Directive 4635.1 provided policy and procedural guidance for the implementation of the provisions of 39 USC 406. The Directive required that the Military Postal System be organized and managed to assure optimum responsiveness, efficiency, and economy in the transmission of official and personal mail in support of the Defense mission.

In accordance with DoD Directive 4635.1 and with the approval of the U.S. Postal Service, the Military Services have established Army Post Offices, Air Post Offices, and Fleet Post Offices as numerically designated branches of a U.S. Post Office; activated, manned, and operated by the Military Services to provide postal services to authorized organizations and personnel. In FY 1974, the DoD Postal System transportation and personnel costs were about $130 million and receipts from postage sales were $36 million.

The staffing and operating activities of the Army, Navy, and Air Force postal organizations in the European theater were as follows at the outset of FY 1975.

	Army	Navy	Air Force
Authorized Manning			
Headquarters	30	0	51 1/
Airmail Terminals	2/	0	164
Post Offices	1,149	107	338
Totals	1,179	107	553
Postal Activities			
Airmail Terminals	6	0	8
Post Offices	120	26	85

1/ Includes Headquarters, Europe-Mid East Region and six district offices.
2/ Army did not have separate authorizations for airmail terminals; however, less than 20 man-years of effort were involved in operations of the airmail terminals.

Scope of Audit

Our audit consisted of an examination of the manpower and organizational structure of the Military Service postal activities, adequacy of the postal services provided to DoD activities and personnel. Operational reports, manning authorizations, equipment allowances, organizational structure, facilities, and transportation routes and modes were reviewed to the extent necessary. We sampled mail handled at selected postal activities to determine the volume of mail by class and amount of intra-theater mail. We also conducted transit time surveys between various locations to determine the adequacy of service. The Headquarters and operating activities contacted during the audit are listed in Appendix A.

PART II - FINDINGS AND RECOMMENDATIONS

A. Organization of U.S. Army Postal Group, Europe

The mission assigned to the U.S. Army Postal Group, Europe could be accomplished with substantially less personnel through the restructuring of the organization, elimination of nonpostal functions, and application of definitive workload manning standards. Our detailed review at five Army postal detachments disclosed potential savings of 115 personnel valued at about $1 million annually. Based on the detailed review, we projected savings of 305 personnel valued at about $3 million a year for the Army Postal Group. The actual manpower savings would be dependent upon the development and implementation of a workload measurement standard.

Command responsibility for the Army Postal Group was transferred on January 1, 1974, from the U.S. Theater Army Support Command to the Office of the Adjutant General, Headquarters, U.S. Army, Europe. The Army Postal Group consisted of a headquarters element and 18 postal detachments, and was authorized 969 personnel at July 1, 1974, as follows:

	Military		Civilians		
	Officer	Enlisted	U.S.	Other	Total
Headquarters	8	14	7	1	30
Postal Detachments	41	825	11	62	939
Total	49	839	18	63	969

In addition to the command and control responsibility for the 18 subordinate postal detachments, the Army Postal Group had technical supervision responsibilities for postal organizations assigned to four U.S. Army divisions in Germany: Berlin Command; Southern European Task Force; Sinops, Turkey; U.S. Army Depot, Burtonwood, United Kingdom; and a North Atlantic Treaty Organization Support Group. The authorized strength of these postal units was 210.

The staffing of the Army Postal Group detachments was based on manning guidance in the Table of Organization and Equipment (TO&E) 12-550H - Postal Service Organization which was structured based on tactical considerations. This TO&E listed the types of functional teams required for a field postal unit and the number, grades, and specialities of military personnel required for each team or unit. These units were not combat support units, but rather administrative service support units. During wartime, direct postal support for tactical units would be the responsibility of the divisional postal activities. The responsibilities of the units would be restricted to the rear support areas. We concluded that the staffing guidance contained in TO&E 12-550H was inappropriate for the peacetime operations of the 18 postal detachments in the European theater.

The postal units were staffed to support a peacetime population composed of military, U.S. civilians, and dependents. Unit size varied based on the population served. The manning requirements of units would drop significantly during wartime because of the reductions in the volume of mail and financial services and an increase in the man-hours worked per week. We found that population served was not a realistic criterion or standard for determining manpower requirements for postal units. The organization of postal detachments on a functional or mission-oriented basis and staffing of postal detachments based on workload requirements would be more appropriate and cost effective for peacetime operations. Air Force postal activities in the European theater were organized in such a manner.

The U.S. Air Force Postal and Courier Service organization in Europe was structured into a European-Mid East Region headquarters, district offices, airmail terminals, and operating locations. Administrative overhead in the organization was concentrated in the headquarters and district offices. In contrast, the Headquarters of the Army Postal Group in Europe and each of its 18 postal detachments had administrative positions. Some of the detachments were located within a few miles of each other. The consolidation of the administrative elements of two or more Army postal detachments within a general geographic area under a district or regional office would reduce administrative overhead.

Manning requirements for the Air Force district offices, airmail terminals, and operating locations were based on workload standards developed by U.S. Air Force Management Engineering Teams. The same standards were used worldwide. These workload standards gave consideration to nonproductive time such as leave, training, and special absences, and to the following workload indicators:

District Offices

1. Number of mail terminals in district
2. Number of post offices in district
3. Authorized strength for district

Mail Terminals

1. Volume of working mail
2. Volume of intransit mail
3. Number of shifts worked daily

Operating Locations (Post Offices)

1. Volume of financial operations
2. Volume of mail processed
3. Volume of registered mail

We consolidated five Army Postal Group detachments into two hypothetical regions and applied the Air Force workload standards to compute the manning requirements for these two regions. The results of our analysis are shown below:

	Manning		Potential Savings	
	Per TO&E	Per AF Workload Standards	Number	Percent
Region A	112	62	50	44.6
Region B	194	129	65	33.5
	306	191	115	37.6

Our audit tests at two other Army detachments disclosed similar opportunities for reductions in authorized strength. Based on our review of the five postal detachments, we projected total potential savings of 305 personnel spaces in the Army Postal Group. The actual number of personnel reductions would be dependent upon the development and implementation of a workload measurement system and the development and application of definitive workload manning standards.

The Army postal detachments were not required to submit periodic reports on workload data. Therefore, we developed workload data from information available at the postal detachments we visited. For example, mail manifests were prepared for all mail moved between and within postal detachments. Although the mail manifests provided a column for the weight of the mail, this column was rarely completed by the Army detachments. Using probability sampling techniques, we determined that the average weight of a unit of mail (sack, pouch, or outsized parcel) handled was 23.3 pounds.

In the application of the workload standards, we allowed for differences in the operations of Army and Air Force Post Offices. Generally the mail processing and financial services of Air Force Post Offices were located at one location on an installation. The Army detachments usually provided financial services at several locations. Therefore, we provided additional manpower spaces for the Army detachments in our computations because of the separation of operating locations. We also provided additional manpower requirements in the Army detachments for such functions as unit mailroom inspectors, drivers, and mail locator personnel. The breakdown of incoming official mail and the preparation of outgoing official mail was accomplished by base distribution centers at Air Force installations. These base distribution centers were not part of the Air Force Post Office. The processing of official mail in the Army was performed by the postal detachments. We noted, however, that the reduced workload for official mail in the Air Force was more than offset by the lesser workload in the Army for personal mail. In the Air Force,

personal mail was sorted and placed in separate mailboxes assigned to each member. The breakdown and delivery of personal mail by individual members in the Army was accomplished by several hundred unit mailclerks. These unit mailclerks were not included in the manpower authorization of the postal detachments.

Our projection of estimated manning requirements was predicated on the reorganization of the Army Postal Group as previously discussed and implementation of the following actions:

1. Termination of the Frankfurt to Munich train run that would enable three Army postal detachments to eliminate a third work shift and possibly save 14 spaces. (See Finding E.)

2. Rearrangement of truck runs between two detachments we visited and Frankfurt Air Mail Terminal would eliminate requirement for one extra shift at both detachments and permit savings of about 12 spaces.

3. Suspension of Army Postal Group requirement for mailguards on closed-body trucks. The Air Force had discontinued use of mailguards on mailtruck runs. Trucks are locked and sealed and the drivers sign for the mail. Our audit tests at four Army postal detachments showed that about 11 man-years or 5 percent of the authorized staff was involved in mailguard duties. About 3 of the 11 man-years involved mailguards on mailtruck runs where the driver was a foreign national. The mailguard position on such runs could be converted to a military driver in lieu of a foreign national driver. Potential savings through the elimination of mailguards would be about 45 spaces.

4. The placement of TO&E equipment not required for peacetime requirements in depot storage. This would permit the recoupment of 13 positions at the five Army postal detachments we visited.

5. Elimination of Custodians of Postal Effects in postal detachments and centralization of supply functions for stamps and money orders and monitoring of fixed credits at Headquarters, Army Postal Group or CONUS. The Air Force has one activity located in CONUS, with a staff of nine personnel, which provides accountable postal supplies and equipment and operating supplies for all Air Force postal units. This would permit the Army to recoup 24 positions.

6. Consolidation of local truck runs at one Army postal detachment included in our review. Three trucks were dispatched each weekday morning to three locations serviced by the postal detachment. The three outlying locations were within 31 miles of the postal detachment. The trucks and drivers remained at these locations until the completion of the workday and then returned to the postal detachment. The trucks and drivers were not on the TO&E of the postal detachment. Consolidation of these truck runs would result in reduction of requirements for two trucks and two drivers.

The proposed postal regions should remain under the direct command and control of Headquarters, Army Postal Group, Europe. The nature of postal operations necessitates that management be provided on a system basis to effect timely and efficient movement of mail. We believe that the diffusion of management control over Army postal operations in Europe under various commands results in a layering of manpower resources and a degradation of mail service. For this reason, all non-divisional postal operations should be under the direct command and control of Headquarters, Army Postal Group, Europe.

During our review, we noted two problem areas that had an adverse impact upon the efficiency and effectiveness of Army postal operations at selected locations. These problems included excessive downtime of postage meter machines and inadequate facilities. Our inspection of two major Army mail processing points - Patton Barracks and Wallace Barracks - showed that the assigned facilities were too small for the efficient processing of mail. The crowded working conditions had an adverse impact upon the morale and efficiency of postal employees. Efforts by the Army Postal Group to justify requests for larger facilities had been hindered by the lack of Army standards on the floor space required to support a given volume of mail and provide related services. The use of postage meters contributed to more efficient and faster customer service. Many of the postage meter machines on hand at the postal detachments we visited were old and unreliable; some meters were 25 years old. As a result, the meters required frequent repairs. Since the machines had to be returned to the U.S. Postal Service in CONUS for repairs, the postal detachments were without meter machines for extended periods of time. At one location we visited, all three of the authorized postage meter machines were in CONUS for repairs.

Recommendations. For the Adjutant General, Department of the Army, we recommend that:

1. A workload measurement system be established for postal operations.

2. Nondivisional postal units be manned for peacetime operations and engineered workload standards be developed and utilized for the manning of those functions required for efficient and effective postal services.

3. Rescind the requirement for mailguards on closed-body trucks except for high-value shipments.

4. Accountable postal supply operations be consolidated at Headquarters, U.S. Army Postal Group, Europe or in CONUS.

5. Assistance be provided to Headquarters, U.S. Army Postal Group, Europe in obtaining new postage meter machines from the U.S. Postal Service to replace wornout machines.

6. Floorspace standards, based on mail workload, be established for Army postal operations.

Recommendations. For the Commander-in-Chief, U.S. Army, Europe, we recommend that:

1. U.S. Army Postal Group, Europe be realigned into regions to reduce administrative overhead.

2. TO&E equipment not required for peacetime operations be placed in depot storage.

3. Mailtruck routes be reviewed to identify trips that can be consolidated or eliminated.

4. All nondivisional postal units be placed under the direct command and control of Headquarters, U.S. Army Postal Group, Europe.

B. Consolidation of Army and Air Force Bulk-Mail Operations

The consolidation of bulk-mail operations of the Army and Air Force in the Frankfurt area could result in savings of about $1 million a year in personnel costs. The routing of intransit mail through one activity rather than the existing two activities would also improve postal operations and utilization of facilities.

Mail originating in CONUS for oversea addresses was sorted, sacked and labeled by U.S. Postal Service. Similarly, mail from Europe to CONUS was sorted and sacked by Army and Air Force postal units in Europe and labeled for the appropriate U.S. Postal Service regional postal center in CONUS. Mail eligible for airlift was processed through military airmail terminals located in oversea areas. Since the majority of the mail received by airmail terminals had been presorted by other postal activities, it was normally transshipped to other postal activities in the same form as it was received. In essence, the airmail terminals were bulk mail-handling facilities for mail intransit between postal activities.

The Frankfurt Air Mail Terminal was one of eight airmail terminals operated by the Europe-Mid East Region of the U.S. Air Force Postal and Courier Service. Terminal operations were located in a leased building at the Frankfurt International Airport. The annual cost of the leased building was about $120,000. The terminal was the largest in the European theater and handled about 48 million pounds of mail annually or about 86 percent of the mail handled by military airmail terminals in Germany. Authorized staffing for the terminal was 60 military and civilian personnel.

At Offenbach, about 13 miles from the terminal, the 228th Postal Company of the Army Postal Group, Europe operated a major mail facility. The 228th provided both general and direct support postal service. The general support mission included the processing of intransit air and surface bulk mail, redistribution of intratheater intransit mail and the operation of the U.S. Army, Europe International Exchange Office. The direct support mission consisted of normal Army Post Office financial operations for authorized individuals and organizations in the greater Frankfurt area. The authorized staffing of the 228th for the general and direct support functions was 114 and 45 personnel, respectively. In addition, the 228th maintained a small installation for the billeting and messing of assigned military personnel. The operation of the casern and related functions required 32 military and 5 civilian personnel.

During the 3-month period ended May 31, 1974, the Frankfurt terminal processed 11.4 million pounds of mail, of which about 97 percent was intransit mail. Mail for locations in Germany was moved to and from the terminal by military trucks. Our review showed that 45 percent of the

intransit Germany mail dispatched by the terminal was for the Army facility at Offenbach and that 40 percent of the intransit mail received by the terminal was from Offenbach. Intransit mail received from and dispatched to the terminal by the 228th Postal Company amounted to 4.8 million pounds or 62 percent of the total mail processed by the general support activity at Offenbach for our test period. The general support activity did not rework the intransit mail but merely acted as a transshipment point. Mail was loaded by the Frankfurt terminal on Army trucks from Offenbach. At Offenbach, the mail received from the terminal was unloaded and reloaded on other Army trucks for movement to 22 Army Post Offices. The same circumstances existed for mail transiting Offenbach destined for the Frankfurt terminal. Five daily round trips or 1,825 round trips per year were scheduled for the movement of intransit mail between the terminal and Offenbach.

The dual handling of intransit mail in the Frankfurt area could be eliminated if Army mail trucks were routed directly to the Frankfurt terminal. The rerouting of mail trucks to the terminal would not add significantly to the truck traffic at the terminal because many of the trucks stopped at both locations. We reviewed eight major Army truck routes in and out of Offenbach and found that about half of the trucks stopped at the terminal enroute to or from Offenbach. Of the 106 round trips scheduled for the 8 routes, 51 stopped at both locations.

We estimated that the consolidation of Offenbach general support functions with the Frankfurt terminal operation would reduce total manning requirements by 97 personnel, costing about $724,000 annually. At the time of our review, the terminal had an authorized strength of 60 personnel and the general support function at Offenbach had an authorized strength of 100 military and 14 civilian personnel. Staffing requirements for the terminal had been established on the basis of manpower workload standards developed by U.S. Air Force Management Engineering Teams. We applied the Air Force manpower standards to the combined workload of the terminal and the general support function of Offenbach and determined that a total authorized strength of 77 would be required for the combined operations. U.S. Air Force Postal and Courier Service personnel in Europe estimated that the combined workload would require an initial staff of about 85 personnel. After sufficient experience data were accumulated from the combined operations, the staffing would be reviewed based on manpower standards. Even if a staff of 85 were authorized, consolidation of the terminal and Offenbach operations would result in a potential savings of 75 military and 14 civilian personnel spaces.

If the two activities were consolidated, additional savings could be realized. The relocation of the direct support function would be warranted because the Offenbach facility would be too large for this function. On the basis of workload and manning standards, we estimated that a staff of 28, instead of the 45 currently authorized, would be required for the direct support function of the 228th. Fifteen members of the staff were performing window and financial services at

seven different locations in the Frankfurt area. The location of the other 13 personnel needed for the distribution of mail to a more centralized location would provide easier accessibility for the activities serviced.

The transfer of the general support function and the relocation of the direct support function would eliminate the need for the casern operated by the 228th at Offenbach for the billeting and messing of assigned personnel. The operation of the casern and related functions required 32 military and 5 civilian personnel at an annual cost of $284,000. The annual cost of maintaining the casern, which consisted of 52,757 square feet of building space, was estimated at $76,000.

The leased building occupied by the airmail terminal at the Frankfurt International Airport did not have sufficient floorspace to absorb the entire workload of the general support function at Offenbach. The leased building contained 29,126 square feet and was occupied by terminal personnel, the Germany District Headquarters, and U.S. Air Force courier operations. The terminal occupied 12,051 square feet. Air Force Postal Service representatives estimated that 25,000 square feet would be required for the consolidation of terminal and Offenbach operations. Two alternative courses of action were available for acquiring the facilities needed for combined operations. These included the leasing of a larger facility in the vicinity of the Frankfurt International Airport or relocating to the adjacent U.S. Air Force Base, Rhein Main. The most economical approach would be to relocate the combined operations to the U.S. Air Force Base, however, facilities of the size required for the combined operations were not currently available at the Rhein Main Air Base.

We requested that Headquarters, U.S. Air Forces, Europe review future facilities requirements at Rhein Main Air Base to determine if space could be made available to satisfy the requirements of the U.S. Air Force Postal and Courier Service. In response to our request, the Air Force command stated that its review of Rhein Main facilities did not identify sufficient space to accommodate the consolidated Army and Air Force postal operations in the near term. However, the reply indicated that space might become available when the Military Airlift Command cargo operations are transferred from Rhein Main Air Base. The satisfaction of the identified requirements for postal operations will receive the highest priority when the final disposition of cargo operations at Rhein Main Air Base is determined.

In the first half of FY 1976, the Military Airlift Command plans to transfer the major portion of its cargo operations at Rhein Main Air Base to a newly constructed facility at Ramstein Air Base. The Military Airlift Command cargo operations at Rhein Main Air Base were located in two buildings with a total of about 84,000 square feet of space. Building 41 was used for outgoing cargo and Building 441 was used for incoming cargo. At the time of our review, it was planned that Military Airlift Command would consolidate its passenger and

residual cargo operations in Buildings 41, 42 and 43 and release Building 441. Headquarters, U.S. Air Force Europe-Mid East Postal and Courier Service had evaluated the use of Building 441 for terminal operations and concluded that the building was inadequate for their requirements. The estimated cost of modifying Building 441 for airmail terminal requirements was $320,000 and would require funding under the Military Construction Program. Estimated date of occupancy was sometime in FY 1979 if construction funds were approved by the Congress. This cost estimate was based on existing Air Force terminal operations and did not give consideration to combined Army and Air Force operations.

Either of the two cargo Buildings 41 or 441 at Rhein Main Air Base could accommodate the volume of cargo to be handled at Rhein Main after the transfer to Ramstein Air Base. From the standpoint of the Military Airlift Command, the retention of Building 41 was the most desirable course of action. Building 41 was designed for aircargo operations and was a newer and better facility than Building 441. However, from a DoD standpoint, it would appear more advantageous if Building 41 were released for airmail terminal operations. The consolidation of Military Airlift Command operations in Building 41 will not result in any manpower reductions; whereas, the consolidation of Army and Air Force postal operations would result in a reduction of 126 spaces of which 107 were military spaces. In addition, the Air Force could terminate the $120,000 annual lease for the building at the Frankfurt International Airport. The costs involved in the modification of Building 41 for airmail terminal requirements would be substantially less than the $320,000 estimated for modification of Building 441.

Recommendations. For the Assistant Secretary of Defense (Installations and Logistics), we recommend that:

1. Actions be initiated to have the general support functions of the 228th Postal Company consolidated with the U.S. Air Force airmail terminal operations in the Frankfurt area.

2. The Department of the Air Force be requested to determine the feasibility of transferring Building 41 at Rhein Main Air Base to the U.S. Air Force Postal and Courier Service. If the transfer of Building 41 is not feasible, the Air Force should be requested to enter into negotiations with appropriate German authorities to determine the annual cost of leasing adequate space at or in the vicinity of the Frankfurt International Airport.

Recommendation. For the Commander-in-Chief, U.S. Army, Europe, we recommend that upon consolidation of the general support function of the 228th Postal Company with the airmail terminal, the remaining direct support functions be relocated to a facility more centrally located to the population served and that operations of the casern at Offenbach be terminated.

C. Use of Airmail for Personal Mail

DoD members and their dependents were using airmail postage for personal mail when substantially the same service could be obtained at lower cost through the use of first-class mail for letters and parcel airlift (PAL) for packages. The use of first-class and PAL modes results in postage savings to the member of from 23 to 63 percent and savings in DoD transportation costs of 65 percent over that required for airmail letters and packages. For mail moving through the Frankfurt Air Mail Terminal, we estimated that DoD expended about $1 million in FY 1974 for the transportation of airmail letters and packages to CONUS that qualified for airlift as either first-class or PAL.

DoD pays for the transportation of all official and personal mail outside of CONUS. In FY 1973, DoD paid U.S. and foreign airlines about $80 million for the transportation of mail. Most of these air transportation costs were for the movement of mail by U.S. airlines between CONUS and overseas areas. Personal mail eligible for airlift between overseas locations and CONUS can be classified into the following two categories:

1. Airmail - post cards, letters and parcels.

2. Space-Available Mail

   a. First class - post cards and letters.

   b. PAL - parcels weighing not more than 30 pounds and measuring not more than 60 inches in length and girth combined.

   c. Space-available mail parcels - parcels weighing not more than 70 pounds and measuring not more than 100 inches in length and girth combined.

Significant differences existed in postage and DoD transportation costs for these two categories as shown in Appendix B.

Our review disclosed that only limited use was made of the first-class and PAL modes. At seven military post offices in Germany, we found that airmail postage was utilized for 83 percent of the letters to CONUS. The limited use of first-class mail and PAL was further confirmed in our tests of mail dispatched to CONUS through the Frankfurt Air Mail Terminal. Our tests showed that 81.2 percent of the letters and parcels handled were mailed by the sender with airmail postage. The volume of airmail dispatched by the Frankfurt Air Mail Terminal to CONUS had increased dramatically during the second half of FY 1974. About 1.1 million pounds of airmail were dispatched during this 6-month period as compared with 820,000 pounds during the same period in FY 1973. This represented a 29 percent increase in the volume of airmail.

Our interviews with DoD members disclosed that the airmail mode was utilized on the assumption that the member received significantly better service from airmail than from first-class mail or PAL. However, our survey of transit time disclosed that the service actually provided for airmail and first-class letters from Europe to CONUS destinations was nearly identical. Results of our survey are shown below in days.

	Airmail		First Class	
	Average	Range	Average	Range
East Coast	4.14	3-6	4.18	3-5
Mid-West	3.92	3-6	4.18	3-6
West Coast	3.86	3-5	4.21	4-5

All categories of mail eligible for airlift to CONUS were given equal treatment by the military post offices. Airmail, first-class mail and PAL were processed on the same day by military post offices, transported on the same trucks to the military airmail terminals and dispatched on the same flights to CONUS. Therefore, the transit time from receipt by the military post office until delivery to the U.S. Postal Service in CONUS was identical for airmail, first-class mail and PAL. Within CONUS, airmail, first-class mail and PAL were moved by air except for short distances.

Greater use of first-class mail would reduce transit time for this mode. Because of the limited volume, first-class mail was dispatched to the U.S. Postal Service Postal Center in New York for forwarding to the appropriate regional postal center. In contrast, most airmail letters were dispatched by military post offices directly to the appropriate regional postal center in CONUS. The same direct dispatch procedures would be followed for first-class mail if the volume warranted it.

Our tests at seven military post offices also disclosed that airmail postage was used on 33 percent of the personal letters mailed to other military addresses in the European theater. The member could have obtained identical service with the use of first-class postage and saved 23 percent in postage costs. Also, DoD would realize savings of 65 percent in transportation costs for intratheater mail moved on U.S. airlines. Intratheater personal letters had the same processing and transportation priority regardless of the amount of postage paid.

To aid the member to select the mode that will provide him the desired service at the least cost, an information program should be undertaken. During our review, the U.S. Army Postal Group, Europe had posters printed concerning the savings available through the use of first-class mail on letters to CONUS.

Recommendations. For the Commander-in-Chief, U.S. Army, Europe and the Commander, U.S. Air Force Europe-Mid East Region Postal and Courier Region, we recommend that:

1. A public information program be initiated to inform DoD members and their dependents of the available mail modes and the costs and services provided under each mode. Emphasis should be placed upon the savings available to the members and DoD through the use of first-class mail and PAL. Consideration should be given to the following media in promoting such a public information program:

a. Armed Forces radio and television.

b. Stars and Stripes.

c. Local newspapers and daily bulletin.

d. Posters in post offices.

e. Window clerks in military post offices.

2. The volume of airmail generated at military postal offices be monitored to determine the effectiveness of the public information program and to identify locations where additional publicity is needed.

Command Comments

Headquarters, U.S. Air Force Europe-Mid East Region concurred in the audit findings and recommendations and indicated that the following actions had been initiated:

> This topic has been included as a special interest item in our public information program and was covered in a news release printed in a recent issue of Stars and Stripes and in a recent interview with the Germany District Commander telecast by the Armed Forces Network. In addition, we are currently printing a poster for display in each APO lobby to reiterate the potential cost reductions possible without a significant loss in service. Also, several spot announcements have already been taped for broadcast by the Armed Forces Network, covering this and other subjects of interest to military postal patrons. Reductions in air mail dispatches will be monitored by analyzing the Monthly Military Mail Dispatch Report (DD Form 878) submitted by all dispatching activities.

D. Intratheater Personal Mail

The U.S. Postal Service realized substantial revenues from postage paid for intratheater personal mail in Europe although DoD provided all of the service. We estimated that postage revenues applicable to intratheater personal mail amounted to about $500,000 annually. All costs associated with the processing and transportation of such mail were borne by the Military Services.

The Military Postal System in Europe acted as an extension of the U.S. Postal Service and its operations were governed by their regulations. The objective of the Military Postal System was to provide complete postal service for DoD components in overseas areas where the U.S. Postal Service did not operate. All revenues of the Military Postal System, estimated at $37 million for FY 1973, accrued to the U.S. Postal Service. However, DoD was not reimbursed by the U.S. Postal Service for any of the costs incurred in the operation of the Military Postal System. The costs funded by DoD exceeded $130 million in FY 1974 and included transportation of mail between CONUS and overseas areas, transportation of mail within overseas area, procurement of major equipment, construction and maintenance of postal facilities, training, and personnel. The extent of U.S. Postal Service support to the Military Postal System was restricted to certain types of minor postal equipment such as postage meters, cancellation machines, scales, mail sacks, and postal supplies.

We sampled about 30,000 personal letters mailed at 7 military post offices in Germany. Using a weighted average based on postage paid, we determined that 93 percent of the postage was for CONUS mail and 7 percent was for intratheater mail. On the basis of our audit tests, we estimated that the U.S. Postal Service derived annual postage revenues of about $500,000 that pertained to intratheater mail. The U.S. Postal Service incurred no direct costs for the processing and delivery of this intratheater mail.

We believe that DoD should seek reimbursement from the U.S. Postal Service for those postage revenues applicable to personal letters and uninsured parcels handled entirely within the Military Postal System. Such reimbursement could be in the form of either direct funding or an offset against U.S. Postal Service billings for official indicia mail. The amount of postage applicable to intratheater mail could be established in the same manner as that used by the U.S. Postal Service for official indicia mail.

Recommendation. For the Assistant Secretary of Defense (Installation and Logistics), we recommend that DoD seek reimbursement or credit from the U.S. Postal Service for postal revenues applicable to personal letters and uninsured parcels handled entirely within the Military Postal System.

E. Mail Train Operations

Mail and courier material transported by the Army in Southern Germany by foreign rail could be moved by alternate means at a substantially lower cost. We estimated potential savings of $180,000 annually through the use of U.S. military trucks in lieu of rail.

The U.S. Army Postal Group, Europe and U.S. Army Courier Service transported mail and courier material between Frankfurt and Munich by foreign rail at an annual cost of about $232,000. Of this amount, $212,000 involved payments to the German Government-owned rail system. DoD mail was moved by rail 5 nights weekly between Frankfurt and Munich with intermediate stops at Heidelberg and Stuttgart. U.S. Army-owned railcars, with military personnel as mailguards, were coupled with the German passenger train for the nightly runs. For the audit test period, the volume of mail transported between Frankfurt and Munich averaged 4,825 pounds per run. The Courier Service also used the railcar an average of eight trips per month. An average of about 2,690 pounds of classified material was transported for each round trip between Frankfurt and Munich. The average cost per trip of transporting mail and courier material between Frankfurt and Munich was $920, which equated to approximately $.09 per pound. The daily cost included German rail usage fees, rental of railroad spurs and postal carts, and per diem and salary costs for train guards.

In addition to rail mode between Frankfurt-Heidelberg-Stuttgart-Munich, there were two other alternate means of transport between most of these cities. These alternate means included U.S. airlines and U.S. military truck transportation. Appendix C shows the air, rail and truck routes in effect at the time of our review. There were daily truck deliveries between Frankfurt and Heidelberg, Frankfurt and Stuttgart, and between Frankfurt and Munich through the Postal Group Detachment at Nuernberg. Mail was also transported daily by truck for about 100 of the 150 miles between Stuttgart and Munich. U.S. airlines provided service between Frankfurt and Munich and between Frankfurt and Stuttgart at $.0314 and $.0159 per pound, respectively.

Our calculations showed that the Army could save $180,000 annually by utilizing U.S. military trucks for the mail transported by rail between Frankfurt and Munich. The savings by using U.S. airlines could be about $160,000. In either case, existing mailtruck routes would need to be revised somewhat and one or more additional truck routes established. We provided details concerning suggested changes in current truck routes and the addition of required routes in a separate paper furnished to Headquarters, U.S. Army, Europe.

Recommendations. For the Commander-in-Chief, U.S. Army, Europe, we recommend that:

1. The movement of mail and courier material by rail between Frankfurt and Munich be discontinued.

2. Appropriate dispatch routes and schedules be established for movement of mail and courier materiel between Frankfurt and Munich by truck or air.

3. Leases for railroad spurs and postal carts be terminated.

F. Equipment Authorizations

U.S. Army Postal Group detachments had on hand or on order tactical trucks and trailers valued at about $1 million. Our review showed, however, that commercial design vehicles were used almost exclusively by the postal detachments for the movement of mail. The commercial design vehicles were considered to be more reliable and cost effective than tactical vehicles for postal operations in Germany. In addition, the postal detachments were authorized about $100,000 of warehouse vehicles for which no current or future requirements existed. These warehouse vehicles were either in storage or on loan to other Army units.

TO&E 12-550H - Postal Service Organization provided the basis for the types and quantities of equipment authorized for postal detachments. Field inspections performed by Headquarters, U.S. Army Postal Group, Europe personnel in FY 1974 disclosed that major shortages existed in authorized equipment. Accordingly, the postal detachments were directed to submit requisitions for all shortages in authorized equipment.

Tactical Vehicles

The 20 Army postal detachments were authorized 112 tactical trucks, valued at $848,000, and a like number of tactical trailers valued at $180,000. The types of tactical trucks authorized, on hand and on order were as follows:

Type	Authorization	On Hand	On Order
¼ Ton, Utility	21	11	10
1¼ Ton, Cargo	38	5	33
2½ Ton, Van	37	30	7
5 Ton, Tractor	16	3	13
Totals	112	49	63

We reviewed the utilization of 29 tactical trucks at 7 postal detachments. The tactical trucks on hand at these activities were old and were not reliable for the movement of mail. At the time of our visits, 12 of the 29 vehicles were deadlined for maintenance. Only one of the postal detachments was authorized vehicle maintenance personnel. The other postal detachments relied upon other Army units for maintenance support. The 29 tactical vehicles were used an average of 212 miles per month; monthly utilization per vehicle ranged from zero to 879 miles. Also, very limited use was made of the tactical trailers on hand.

Of the 29 tactical vehicles, 3 were used for local mail routes and the remaining 26 were used primarily for administrative and supply support. The seven postal detachments relied almost exclusively upon commercial design vehicles for the daily movement of mail. The 7 detachments had 32 commercial design vehicles on dispatch from the

37th Transportation Group, transportation companies and transportation motor pools. We estimated that about 95 percent of the mail moved by the seven postal detachments was transported on commercial design vehicles.

The commercial design vehicles were more economical and efficient for postal operations than tactical vehicles. The postal detachments are administrative service, and during wartime, the detachments would operate in rear support areas where commercial vehicles could be effectively utilized.

Warehouse Vehicles

Six of the postal detachments were authorized electric forklifts, warehouse tractors and warehouse trailers, valued at about $100,000, for which no known requirement existed. At the time of our review, eight electric forklifts were on hand and one electric forklift was on order. The postal detachments did not have any requirement for electric forklifts because they did not handle palletized mail. Moreover, the forklifts could not be used by the postal detachments, even if they had a requirement, because electric battery chargers were not authorized or on hand. Four of the forklifts were in storage and four were on loan to other Army units.

In addition, one postal detachment was authorized warehouse tractors and trailers even though these vehicles could not be used. The warehouse and loading docks were not large enough to accommodate the movement of tractors. The two tractors and related trailers were in storage at the time of our visit.

Recommendations. For the Commander-in-Chief, U.S. Army, Europe, we recommend that:

1. Commercial vehicles be included in the authorization documents for postal detachments in lieu of tactical vehicles. Requisitions should be submitted for the commercial vehicle requirements that cannot be satisfied from available assets of the 37th Transportation Group and local transportation motor pools.

2. Electric forklifts, warehouse tractors and warehouse trailers be deleted from the authorization documents of the Army postal detachments. Outstanding requisitions for such equipment should be canceled and on-hand quantities should be made available for redistribution to satisfy other valid DoD requirements.

3. Headquarters, U.S. Army Postal Group, Europe conduct a review of TO&E authorizations for each postal detachment to validate equipment requirements.

G. Central Postal Directory

The U.S. Army Postal Group, Europe could save about $200,000 annually in personnel costs through elimination of the Central Postal Directory. The functions performed by the Directory could be assumed by other Army postal activities without any adverse impact on the postal service.

As required by Army Regulation 65-1, Army postal activities in Europe provided directory or locator service for mail that could not be delivered as addressed because of an incomplete or incorrect mailing address. Postal activities involved in mail directory service included the unit mailclerks, Army Post Offices and the Central Postal Directory. Unit mailclerks were responsible for preparing and maintaining locator cards for each member attached to their units. The unit mailclerks were also responsible for forwarding locator cards on newly assigned personnel to the following activities:

1. Postal officer of previous Army Post Office or installation.

2. Postal officer of new Army Post Office or installation.

3. Central Postal Directory.

4. Unit mailclerk of previous unit.

Mail received by the unit mailclerk that was undeliverable as addressed was returned to the servicing Army Post Office with the notation "no record." The Army Post Office screened the returned "no record" mail against its locator card file, summary listing of personnel assigned to units serviced and a cross-reference document on Army units and applicable Army Post Office numbers. If the proper address could not be determined, the mail was forwarded to Central Postal Directory for further directory service. The Directory had a locator card file for newly arrived members and a consolidated listing of all Army military and civilian personnel assigned to the European theater. If the Directory screening efforts were also unsuccessful, the mail was returned to the sender.

The Directory also received "casual mail" for directory service which accounted for over 50 percent of the mail processed. Army Regulation 612-2 provided that personal mail received by CONUS Army installations for members ordered to overseas areas without a specific assignment was to be forwarded as "casual mail" to the applicable Directory for service. The majority of Army personnel transferred to Europe were initially assigned to the 21st Replacement Battalion, Frankfurt, Germany. Upon arrival at the 21st Replacement Battalion, the member was reassigned, usually within 3 days, to a specific organization. Mail received by CONUS Army installations for individuals ordered to the 21st Replacement Battalion was to be forwarded as "casual mail" to the Central Postal Directory in Europe. Many of the

members assigned to Europe were using the 21st Replacement Battalion as a forwarding address. Mail addressed in this manner was automatically forwarded by the receiving Army Post Office to the Directory for processing as "casual mail." The Directory was to screen the "casual mail" at least once per week for a period of at least 30 days after receipt. If at the end of the screening period a proper address had not been determined, the mail would be returned to sender.

The Directory in Europe, which was an element of U.S. Army Postal Group, Europe, had an authorized strength of 21 local nationals and 3 military personnel. During FY 1974, about 852,000 pieces of mail were processed. About 59 percent of this mail was forwarded to addressees and 41 percent was returned to sender. The average cost of processing mail through the Directory was 23 cents a piece. This average cost included only the salaries of assigned personnel. Excluded were those costs associated with the processing and transportation of the mail from Army Post Offices to the Directory and cost of directory services provided by the Army Post Offices. The cost of directory services normally was about twice the amount of postage paid.

The requirement for the Directory could be eliminated if "casual mail" procedures were discontinued and the prior unit mailclerk in CONUS retained the mail until receipt of a locator card from the new unit mailclerk. The remaining workload of the Directory could be assumed by the five postal districts proposed in Finding A. Each of these districts could be furnished with a consolidated listing of Army personnel assigned to the European theater.

Recommendations. For the Adjutant General, Department of the Army, we recommend that:

1. The requirement for the operation of a Central Postal Directory in Europe be rescinded.

2. The forwarding of personal mail to overseas areas as "casual mail" be discontinued. In lieu thereof, require the prior unit mailclerks to hold personal mail up to 30 days awaiting receipt of a locator card from the new unit mailclerks. The holding period should commence on the overseas reporting date of the member.

3. Members with overseas orders to be processed through the 21st Replacement Battalion be instructed that the 21st Replacement Battalion will not be used as a forwarding address.

4. The U.S. Postal Service Concentration Center in New York be directed to return to sender all personal mail addressed to the 21st Replacement Battalion or the Central Postal Directory.

Recommendation. For the Commander-in-Chief, U.S. Army, Europe, we recommend that the Central Postal Directory be eliminated and its functions transferred to U.S. Army Postal Group, Europe postal detachments.

DEPARTMENT OF DEFENSE ACTIVITIES CONTACTED DURING THE AUDIT

Office, Assistant Secretary of Defense (Comptroller)
Office, Assistant Secretary of Defense (Installations and Logistics)

U.S. Army

Office of the Adjutant General, Department of the Army
Headquarters, U.S. Army Europe, Heidelberg, Germany
Headquarters, U.S. Army Postal Group, Europe, Heidelberg, Germany
U.S. Army Courier Service, Heidelberg, Germany
3rd Infantry Division, Wurzburg, Germany
8th Infantry Division, Bad Kreuznach, Germany
29th AG Detachment (Postal), Boeblingen, Germany
41st AG Detachment (Postal), Pirmasens, Germany
139th AG Detachment (Postal), Stuttgart, Germany
147th AG Detachment (Postal), Heidelberg, Germany
226th AG Detachment (Postal), Munich, Germany
228th AG Detachment (Postal), Offenbach, Germany

U.S. Navy

Headquarters, U.S. Naval Force Europe, London, United Kingdom
U.S. Naval Activities United Kingdom, London, United Kingdom

U.S. Air Force

Headquarters, U.S. Air Force Postal and Courier Service, Alexandria, Virginia
Headquarters, U.S. Air Forces Europe, Ramstein, Germany
Headquarters, Europe-Mid East Postal and Courier Service, Rhein Main, Germany
England District, West Ruislip, United Kingdom
Germany District Rhein Main Air Base, Germany
Frankfurt Air Mail Terminal, Frankfurt, Germany
London Air Mail Terminal, West Ruislip, United Kingdom
Air Post Office, Rhein Main Air Base, Germany
Air Post Office, Ramstein Air Base, Germany
Air Post Office, Zweibrucken Air Base, Germany

Comparison Between Costs of Airmail and First Class or PAL

LETTERS

	Postage Costs		DoD Transportation Costs (per pound) 1/
	Post Card	Letters	
Airmail	$.11	$.13	$.6251
First Class	.08	.10	.2208
Savings	$.03	$.03	$.4043

1/ About 43 letters per pound.

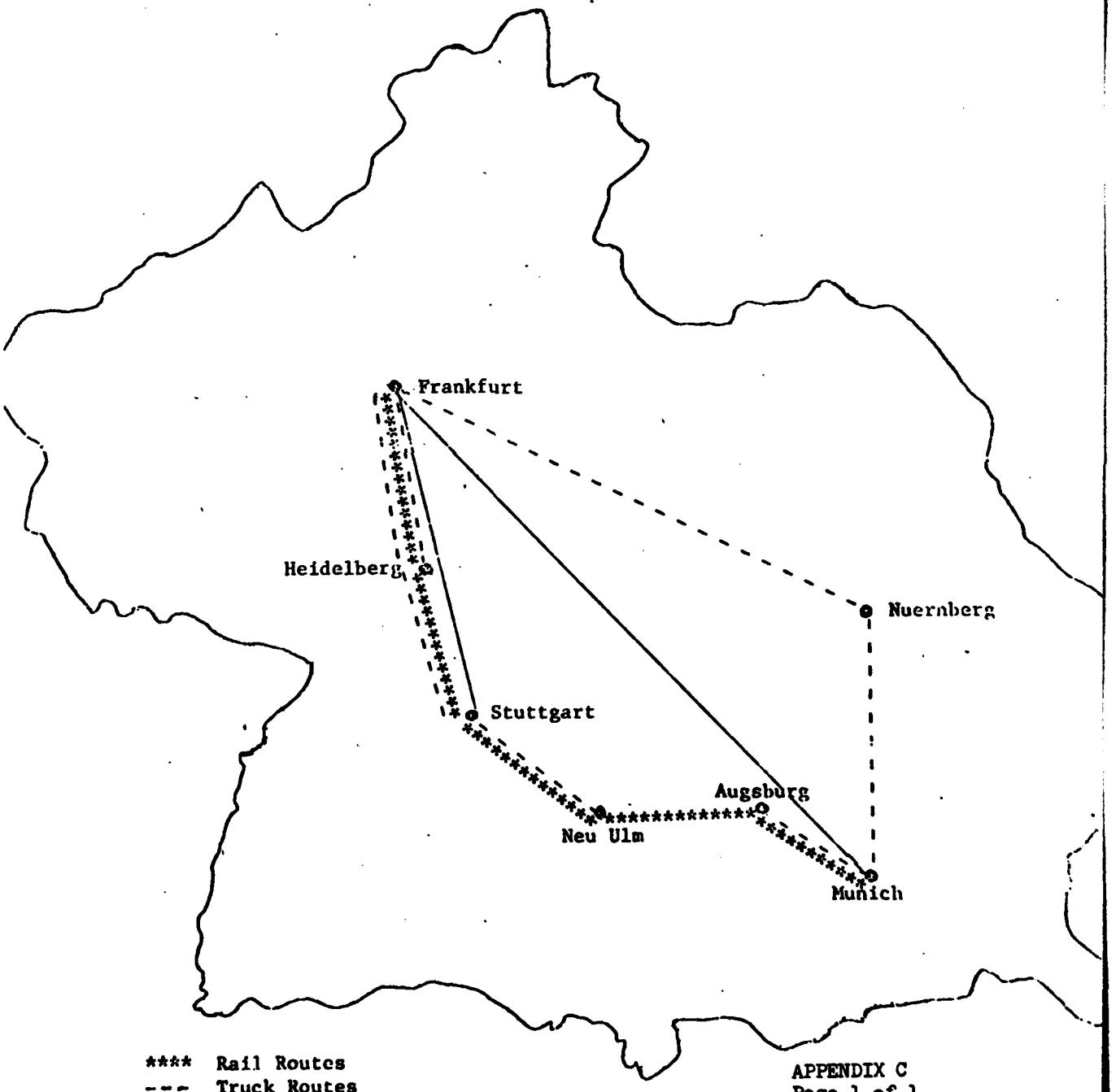
PARCELS

Postage for parcels depends on weight and destination in United States.

Following example illustrates costs for a 20-pound parcel mailed from Germany to St. Louis, Missouri:

	Airmail	PAL	Savings
Postage	$ 9.87	$4.08	$ 5.79
DoD Transportation	12.40	4.40	8.00
	$22.27	$8.48	$13.79

AIR, RAIL AND TRUCK ROUTES



APPENDIX C
Page 1 of 1

COMPTROLLER GENERAL OF THE UNITED STATES
WASHINGTON, D.C. 20548

B-182343

[illegible] 28 1975

The Honorable John L. McClellan
Chairman, Committee on Appropriations
United States Senate

Dear Mr. Chairman:

We examined certain aspects of the military postal services as requested in your October 2, 1974, letter. You indicated concern about the need to support costly military postal operations in view of the statutory responsibility of the U.S. Postal Service (USPS) for delivering mail. Our review was limited to the areas of concern specified in your letter.

We visited sites at each level of military postal organization and reviewed manpower policies, procedures, and practices. Following are opportunities for improving the management of military postal manpower:

--Assign the Air Force postal mission from its multitiered, specialized service to its commands.

--Remove Armed Forces advisors to USPS on the coasts and eliminate or reassign manpower spaces valued at nearly $1 million.

--Replace certain military postal personnel with civilians and achieve net postal savings of $7 million.

--Induce USPS to provide all stateside military postal operations and ultimately eliminate or reassign manpower spaces valued at about $12 million.

COMPARISON OF EACH SERVICE'S POSTAL OPERATIONS

The services operate postal systems as provided in Department of Defense (DOD) Directive No. 4635.1 and as authorized in 39 U.S.C. 406. These systems are operated under the provisions of the USPS Manual as extensions of USPS. At each defense installation in the 50 States and certain territories and trusts, postal service is a joint responsibility of USPS and the military department managing the installation. At gateway postal

concentration centers and military mail terminals on the east and west coasts, USPS sorts, delivers, and dispatches military mail. The Army and Navy maintain personnel at these sites to instruct USPS on distributing mail to ships and to overseas forces. The personnel also arrange for military mail transportation from overseas military mail terminals to designated U.S. terminals and between overseas activities.

The services provide complete postal operations at overseas sites and, when deemed appropriate for training, at certain U.S. sites. Complete service involves incoming and outgoing letter and package mail, postage stamps, money orders, and registered and other accountable mail.

The above functions are covered by agreement between USPS and DOD.

Enclosure I summarizes full-time authorized military postal personnel. These people are responsible for providing military postal service to units of about 500 people or less. Within the units, the job of mail clerk is ordinarily a part-time duty.

Air Force

Besides providing for its own postal needs, the Air Force operates airmail terminals throughout Europe, the Middle East, and the Pacific areas for all military departments and other designated Federal agencies.

For organizational purposes, Air Force postal and courier functions have been combined under the Air Force Postal and Courier Service. In practice, however, because courier work requires a higher security classification than the routine duties involved in postal work, these functions are performed independently.

The Air Force modeled its postal organization on global specialized service organizations, such as the Intelligence Service, Communications Service, Weather Service, and Audit Agency.

Mail processing follows the chain of command. Incoming official mail at an installation is sorted and delivered for each command level by personnel assigned to that command. Incoming personal mail not delivered by USPS direct to residences is handled by the postal and courier service.

We see no reason for incoming personal mail to be handled by a specialized organization. Outgoing mail merely requires a mailbox or transport connection to USPS and seems to present no handling problem. By assigning the entire postal mission to its commands the Air Force could reduce the postal temporary duty travel costs and the number of senior postal officers. (See pp. 8 and 9.)

Army

To compensate the Air Force for operating overseas airmail terminals, the Army provides staff to assist USPS at gateway terminals in New York, San Francisco, and Seattle in handling Army and Air Force mail for overseas destinations. Army personnel at these terminals maintain an Army and Air Force post office directory, daily advise USPS of address changes, coordinate the movement of mail (primarily via commercial carrier), and monitor USPS sorting and routing of official and personal military mail. Air Force directory information is obtained from the regions of the Air Force Postal and Courier Service. Army directory information is obtained from overseas Army headquarters.

As a result of our visits to the gateway terminals, we see no need for military staff assistance to USPS. USPS handles mail for other users without such assistance. The military could provide information on routing its mail directly to USPS without intermediary resident staff. Monitoring military mail for using lowest feasible class of mail service should be at site of origin rather than at each gateway terminal. Significant savings appear to stem from lowering class of mail service, especially by large users such as finance and supply offices. The Army could then eliminate or reassign the following authorized spaces--valued at about $363,565:

New York		San Francisco and Seattle	
Major	1	Lieutenant Colonel	1
Lieutenant	1	Civilians	12
Civilians	12		

In the Army, major commanders are responsible for postal functions of all units under their control. These functions generally include receiving, sorting, and delivering incoming installation mail; managing overseas Army mail terminals; and, at selected overseas and stateside installations, providing money orders, stamps, and the other parts of complete postal operations.

Navy

The Navy established fleet post offices in New York, San Francisco, and Seattle to help USPS handle Navy and Marine Corps mail for ships and overseas locations. Naval postal personnel maintain a location directory for naval units, including ships. USPS receives this information daily for sorting, routing, and dispatching Navy mail. The Atlantic Service Force at Norfolk provides this information daily to the New York fleet post office; however, the San Francisco office obtains the information continually via mail and radio messages from the units and ships involved.

The Marine Corps also provides military personnel to assist USPS at the same three fleet post offices in handling Marine Corps mail for ships and overseas locations.

Since the Army provides USPS with routing data for the Army and Air Force, the Navy might provide similar data for the Navy and Marine Corps. More importantly, if this data were provided directly to USPS by the appropriate Atlantic and Pacific Fleet and Marine Force Headquarters rather than through resident military staff, the Navy and Marine Corps could then eliminate or reassign the following authorized spaces, valued at about $587,000:

	New York	San Francisco and Seattle
Navy:		
Officer	1	2
Enlisted	5	21
Civilian	-	1
Marine Corps:		
Officer	-	1
Enlisted	2	8

The Navy's decentralized postal system operates through the chain of command. District Commandants insure stateside coordination with USPS, while terminal overseas Navy post offices are responsible for delivery to ships and installations. Complete

postal services are provided at selected stateside and overseas sites and on board larger ships.

FEASIBILITY OF CIVILIANIZING ALL OR PART OF POSTAL OPERATIONS

In view of the need for military personnel to meet the requirements of an all-volunteer force, the Armed Forces should explore every possibility for replacing military postal personnel with nonmilitary sources. Civilian employees represent an alternate resource which has consistently proven effective for DOD. USPS represents another alternate resource that should be explored.

DOD's General Counsel is presently reviewing the question of using civilian personnel in overseas military postal facilities. We will provide the Subcommittee with subsequent information on this matter when it is available.

As explained on pages 7 and 8 we believe USPS should perform all stateside military postal functions; however, USPS officials have expressed reluctance.

The alternative to have civilian Armed Forces employees perform all military postal operations seems a good long-range solution. Such a change should be carefully phased to avoid loss of coordination in postal operations, training, and reporting throughout the Armed Forces.

If civilian employees replaced all military personnel in stateside postal operations and most of the military in overseas postal operations, we estimate the net postal annual cost savings would be $7 million. The cost of military postal operations would be reduced by $42 million by returning 195 officers and 3,431 enlisted men to other organizations and would be increased by $35 million for civilian replacements.

The military postal operations would retain spaces for 543 postal enlisted men on board Navy ships, 11 officers and 115 enlisted men overseas in postal elements of Army divisions and brigades, and 2 officers and 48 enlisted men in Marine Corps overseas divisions and wings. Civilianizing a stateside task performed on ship or overseas by military personnel could be construed as contributing to the rotation-base problem of balancing stateside and overseas skills. Postal skills, however, do not warrant rotation-base consideration because:

--Few skills are involved out of the total military strength.

--The Army's, Navy's, and Marine Corps' need for career progression in postal skills can be met by creating a broader administrative field incorporating postal and other clerical skills, as is used in the Air Force. (See pp. 11 and 12.)

--Postal skills do not require the constant exercise required of certain technical skills to avoid loss of proficiency.

--Clerical military skills are fairly interchangeable and can be readily absorbed stateside, or as necessary, recruited from other enlisted personnel to meet unexpected overseas needs.

POSSIBILITY OF CONSOLIDATING POSTAL ORGANIZATIONS INTO ONE DEFENSE-WIDE ORGANIZATION OR OF MAKING ONE SERVICE THE EXECUTIVE POSTAL AGENT

DOD and its predecessors have made many studies on the alternatives of a separate agency or one of the armed services operating a postal organization for all the services. These studies go back at least to 1908; the most recent was completed in 1974.

The studies have rejected both alternatives claiming that an outsider would be involved in the internal affairs of the military. The suspicion has been voiced that a single manager from one service would be less responsive to the needs of the other services.

Establishing a separate agency to operate a consolidated postal organization has been criticized on the grounds that its support costs would be indefensible.

The concept of the same type of postal service for all of the Armed Forces has been rejected on grounds that unique problems of transportation, billing, unexpected military movements, and providing temporary assistance for peak periods would be unworkable within reasonable operational and budget controls.

We do not agree with all the objections to one postal service; however, within the constraints of this review, we cannot adequately assess arguments developed from the previous studies.

In view of current conditions (without consolidation) the assignment of the military postal function as transport and service under the Assistant Secretary of Defense (Installations and Logistics) seems logical. As explained on page 11, this arrangement has achieved a planned consolidation in training postal personnel.

TO AVOID DUPLICATION CERTAIN MILITARY POSTAL FUNCTIONS SHOULD BE RESPONSIBILITY OF USPS

In stateside areas where civil postal service operates, USPS provides postal service for military installations. USPS ordinarily sorts incoming military mail by personal and official addressees.

At some locations, USPS delivers personal mail to onbase residences but delivers in bulk for certain categories, such as banks of postal boxes and barracks mail. The military message center usually picks up official mail from USPS and sorts and delivers it.

Military postal personnel receive personal mail, continue the sorting begun by USPS, and identify individual postal box or barrack number. They also provide directory service. Outgoing mail is handled through regular mailboxes and bulk drops to USPS.

The Army, Navy, and Marine Corps each provide complete postal services at several stateside installations and certain overseas sites. The Air Force provides complete postal services only at certain overseas bases.

If the installation-level stateside postal operations were replaced by USPS, the following authorized spaces, valued at about $12 million, could be eliminated or reassigned:

	Total	Officer	Enlisted	Civilians
Army	308	24	284	-
Navy	12	-	11	1
Air Force	442	-	418	24
Marine Corps	319	8	299	12
Total	1,081	32	1,012	37

Under such an arrangement, the training of military personnel for overseas postal duties could be accomplished by USPS or the services shortly before overseas transfer.

USPS views on absorbing military postal functions

We met with USPS officials and discussed possible USPS operation of stateside military postal functions. We pointed out that USPS could probably get some reimbursement from the Armed Forces because of savings in defense postal efforts. Our major concern was eliminating dual USPS and military postal staffing at military installations.

USPS officials expressed reluctance to assume the added responsibility because existing revenue would not justify the effort. As examples they cited universities and large businesses which USPS services through a central drop system. Although they expressed willingness to discuss the matter with DOD, USPS officials gave little indication that the negotiations would be successful. In this study we did not pursue the concept further.

COST OF TEMPORARY DUTY TRAVEL

Because each service employed a different accounting system to determine postal temporary duty travel expenditures, we could not satisfy ourselves within the constraints of this study that the amounts were complete or accurate. The following amounts were developed for us as temporary duty travel related to military post offices, terminals, and postal services:

	Expended FY 74	Budgeted FY 75
Air Force	$284,760	$312,400
Army	114,178	151,763
Navy	20,693	12,755
Marine Corps	3,994	11,190
Total	$423,625	$488,108

The preponderance of Air Force temporary duty travel expense reflects the organizational structure of regions and districts which has been applied to its base postal operations. These expenses are shown below:

Headquarters	Expended FY 74	Budgeted FY 75
AFPCS	$ 84,610	$ 50,000
Region	78,250	126,437
District	121,900	135,963
Total	$284,760	$312,400

The allocations of the other services reflect the advantage of sharing command efforts in overseeing postal functions.

Although we did not audit the figures, we discussed the travel they represented with various officials. In each case they said the travel involved inspection and related supervisory duties.

SENIOR OFFICERS INVOLVED

The Air Force has more spaces than the other services for senior postal officers. Its postal structure of regions and districts is shown below:

Grade and site	Air Force	Army	Navy	Marine Corps
06--Colonel:				
Headquarters	2	1	-	-
Europe	1	1	-	-
Pacific	1	0	-	-
Total 06	4	2	0	0
05--Lieutenant Colonel/Commander:				
Headquarters	3	1	1	-
San Francisco terminal	-	1	-	-
U.S. region	1	-	-	-
European region	1	-	-	-
England district	1	-	-	-
Germany district	1	-	-	-
Pacific region	1	-	-	-
Japan district	1	-	-	-
Latin American district	1	-	-	-
Total 05	10	2	1	0
Total 05 and 06	14	4	1	(a)
Total all postal personnel (see enc. I)	1,510	1,663	1,017	361

a/ All officers assigned to the Marine Corps postal operations are grades 01, 02, or 03 (captain or lower).

STAFF STRUCTURE BY ORGANIZATION LEVEL

Enclosure I shows postal staff by DOD organization level. The postal operations at Army, Navy, Air Force, and Marine Corps installations are similar. The Air Force postal system above installation level, however, does not use the ordinary chain of command in the manner of the other services. Instead, the following operational structure is used:

Headquarters Air Force Postal and Courier Service, Washington, D.C.

U.S. region, Texas:
- North Central District manages 18 bases
- Northeast District manages 18 bases
- Southeast District manages 17 bases
- South Central District manages 21 bases
- Western District manages 20 bases
- Alaska District manages 17 bases

Latin American District, Canal Zone, manages 6 bases

Pacific region, Honolulu:
- Japan District manages 9 bases
- Korea District manages 5 bases
- Taiwan District manages 6 sites
- Philippines District manages 5 sites
- Thailand District manages 10 bases
- Hawaii District manages 4 bases
- Australia District manages 4 bases

Europe-Middle East region, Rhein Main:
- Germany District manages 16 bases
- Italy District manages 4 sites
- Spain District manages 4 bases
- Greece District manages 3 bases
- Turkey District manages 10 sites
- England District manages 17 sites

This structure has tended to give the Air Force higher temporary duty travel costs and more senior officers as compared with other services.

The Air Force also operates a Postal Finance and Supply Office at Travis Air Force Base, California, to provide stamp stock, USPS equipment, and money orders to Air Force postal offices and operating locations. The other services obtain such items direct from USPS. The staff at Travis, comprising one officer, seven enlisted men, and one civilian, promptly

fill requisitions from field offices and maintain a central control over Air Force postal assets. The other services do not have such central control or a stock of items for ready issue; however, through the use of decentralized control and designated supply points, they maintain sufficient management of postal supplies. If the Air Force returned its entire postal mission to its commands, this stockage point could probably be eliminated in favor of a decentralized finance and supply approach.

POSTAL UNITS IN THE RESERVE FORCES

The Air Force, Navy, and Marine Corps have no reserve postal units but designate a few individual reservists for postal assignments.

Enclosure II lists the Army reserve postal companies and detachments. These units are part of the Army's troop package for DOD contingency plans. Their mission is to train and be ready to perform a postal function in the event of mobilization and deployment. They are expected to provide general postal service to all units and direct postal service to nondivisional forces in a theater of operations.

CONSOLIDATION OF MILITARY POSTAL TRAINING FACILITIES

The Army, Navy, and Marine Corps are sponsoring an interservice training course at Army's Ft. Benjamin Harrison, Indiana, for entry-level postal clerks beginning in fiscal year 1976. The course will slightly expand a present 4-1/2-week Army curriculum and will replace a Navy course at San Diego and a Marine Corps on-the-job training program conducted at Camp Lejeune, North Carolina, and Camp Pendleton, California.

The Air Force did not sponsor the course because the entry-level training does not satisfy its postal training requirements. Unlike the other services, the Air Force does not have a postal personnel specialty but includes postal operations as part of the administration field. Administration field personnel have been exposed to postal operations through their career development courses. Present Air Force postal training is directed to advanced training for personnel enroute to overseas postal assignments. Air Force officials indicated that they would incur additional instructor requirements and temporary duty school costs from the consolidated course. Accordingly, they elected to retain its present course at Keesler Air Force Base, Mississippi.

The Air Force position seems valid, especially in view of the career development opportunities for postal personnel in the administration field. The other services might adopt a similar approach in managing the postal career field.

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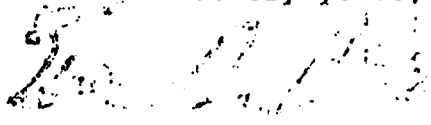
We discussed our findings with the Office of the Secretary of Defense and service and USPS officials. As requested by your office, however, they have not been given an opportunity for formal comment.

We plan no further distribution of this report unless you agree or publicly announce its contents.

Sincerely yours,



Comptroller General
of the United States

Enclosures - 2

SUMMARY OF POSTAL PERSONNEL

AUTHORIZED IN THE SERVICES

Location	Army				Air Force		
	Officers	Enlisted	Civilian	Total	Officers	Enlisted	Ci
United States							
Bases, full service	23	269	-	292	-	39	
Bases, postal directorate and/or mailroom service	1	15	-	16	-	379	
Military mail terminal	3	-	24	27	-	-	
Headquarters (administrative functions)	8	14	15	37	38	81	
Air Force Postal Finance and Supply Office	-	-	-	-	1	7	
Total United States	35	298	39	372	39	506	
Overseas							
Bases, primarily full service	65	1,172	14	1,251	1	570	
Ships, full service	-	-	-	-	-	-	
Military mail terminal	-	-	-	-	1	218	
Headquarters (administrative functions)	11	22	7	40	33	64	
Total Overseas	76	1,194	21	1,291	35	852	
Total United States and Overseas	111	1,492	60	1,663	74	1,358	

ENCLOSURE I

ens	Total	Navy Officers	Navy Enlisted	Navy Civilians	Navy Total	Marine Corps Officers	Marine Corps Enlisted	Marine Corps Civilians	Marine Corps Total	Grand Total
	39	-	11	1	12	7	246	12	265	608
	403	-	14	5	19	1	-	-	1	439
	-	2	66	1	69	1	11	-	12	108
	146	2	6	3	11	3	2	-	5	199
	9	-	-	-	-	-	-	-	-	9
	597	4	97	10	111	12	259	12	283	1,363
	588	-	201	24	225	3	73	-	76	2,140
	-	-	543	-	543	-	-	-	-	543
	219	3	110	21	134	-	2	-	2	355
	106	1	3	-	4	-	-	-	-	150
	913	4	857	45	906	3	75	-	78	3,188
	1,510	8	954	55	1,017	15	334	12	361	4,551

ARMY RESERVE POSTAL COMPANIES AND DETACHMENTS

Unit number	Location	Unit number	Location
Postal Companies (each 4 officers, 47 enlisted men):			
325	Kansas City, Mo.	341	Athens, Ga.
331	Indianapolis, Ind.	437	Manchester, N.H.
Postal Detachments (each 2 officers, 34 enlisted men):			
300	Chicago, Ill.	379	Vancouver, Wash.
303	Bronx, N.Y.	416	Rockville, Md.
312	Charlotte, N.C.	443	Leetsdale, Pa.
320	Cincinnati, Ohio	448	Hempstead, N.Y.
321	Albany, N.Y.	494	Newark, N.J.
326	Hagerstown, Md.	755	Texarkana, Tex.
329	Ft. Snelling, Minn.	834	Coral Gables, Fla.
330	Pittsburgh, Pa.	868	S. Charleston, W. Va.
336	Sheffield, Ala.	936	Fresno, Calif.
342	Rome, Ga.	959	Ft. Wayne, Ind.
351	Tallahassee, Fla.	993	Chicago, Ill.
Postal Detachment (each 1 officer, 26 enlisted men):			
23	Pittsburgh, Pa.	795	Bethany, Mo.
307	Newark, N.J.	806	Rushville, Ind.
363	Rome, Ga.	841	Tulsa, Okla.
413	Reading, Pa.	942	Oklahoma City, Okla.
449	Bronx, N.Y.	877	Texarkana, Tex.
450	Watertown, N.Y.	888	Andrews Air Force Base, Md.
458	Texarkana, Tex.	909	Tucson, Ariz.
471	Milwaukee, Wis.	950	Lexington, Ky.
747	Milwaukee, Wis.	978	Ft. Smith, Ark.

ANNEX H: REFERENCES

1. DOD Directive 4635.1, 1 August 1973, Department of Defense Postal Operations and Related Services, as changed.

2. AR 5-4, September 1973, Department of the Army Management Review and Improvement Program (DAMRIP).

3. AR 5-5, 26 June 1974, the Army Study System.

4. AR 65-1, April 1974, Army Postal Operating Instructions.

5. AR 65-10, 5 July 1974, Use of the Army Postal Service.

6. AR 65-75, 14 September 1970, Unit Mail Service.

7. AR 340-3, 22 April 1974, Official Mail.

8. FM 101-5.

9. DA Pamphlet 570-4, April 1974, Manpower Procedures Handbook.

10. TAGO Reg 1-53, 1 November 1973, Project Planning, Control and Procedures in TAGO.

11. Study report: Departmental Control of Postal and Courier Activities, 27 May 1966, Hq, USAF.

12. Report of a study made on the Army and Air Force Postal Service Headquarters, 23 September 1966, Headquarters, USAAFPS.

13. Joint Management - Manpower Study, 4 April 1967, Hq, USAAFPS.

14. Study of USAREUR Postal System, 31 January 1971, Hq, USAREUR.

15. Special Review of Military Postal Concepts, 30 September 1971 Hq, USAF.

16. Letter, Hq, USAF, 28 June 1972, Reorganization of USAF Postal and Courier Service (USAFPCS).

17. Postal Services Study (initial draft), June 1973, USACDC.

18. Report on Audit of the Military Postal System in Europe, Report No. 548, 29 November 1974, OASD (Comptroller) (Audit).

19. GAO Letter report B-182343, 28 March 1975, concerning the military postal services.

ANNEX I: DISTRIBUTION

CSA (1)

DAAG-ZX (1)

DAAG-AM (1)

DAAG-CO (1)

DAAG-MA (5)

DAAG-SD (2)

DAPE (1)

OASA (M&RA) (1)

OASD (I&L) (1)

OASD (M&RA) (1)

CINCUSAREUR (5)

CDR Eighth US Army (2)

CDR US Army, Japan (2)

CDR US Army Forces Command (2)

CDR US Army Training and Doctrine Command (2)

CDR, ADMINCEN, Fort Benjamin Harrison (5)

USACGSC, Fort Leavenworth, Kansas (2)

HQ, USAF (2)

CNO (2)

NYMMT (1)

SFMMT (1)